

**Project/ Activity Design Document  
January 2010 – December 2014**

**DRAFT**

**Wan Smolbag Theatre Tripartite Partnership**

***Leftemap Laef Blong Komuniti***  
**Improving Community Life**

**3 November 2009**

**(only difference from 16 October design is the increase in budget due to increased severance pay under new labour law)**

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## List of Acronyms

ADB	Asian Development Bank
AusAID	Australian Agency for International Development
FHA	Family Health Association
GoV	Government of Vanuatu
KPH	Kum Pusum Hed (the youth health clinic at Wan Smolbag)
MoE	Ministry of Education
MoH	Ministry of Health
NCYC	Northern Care Youth Clinic
NGO	Non-Government Organisation
NOAA	National Oceanic and Atmospheric Administration
NZAID	New Zealand Agency for International Development
PCC	Project Coordinating Committee
RH	Reproductive Health
SCA	Save the Children Fund Australia
SI	Solomon Islands
SICHE	Solomon Islands Centre for Higher Education
SPC	Secretariat of the Pacific Community
SPREP	South Pacific Regional Environmental Programme
STI	Sexually Transmitted Infection
TVET	Technical and Vocational Education and Training
UNIFEM	United Nations Women's Organisation
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
VASANOC	Vanuatu Association of Sports and National Olympics Committee
VNTC	Vanuatu National Training Council
VSA	Volunteer Service Abroad (New Zealand program)
VSO	Volunteer Service Overseas (British program)
WSB	Wan Smolbag Theatre
YCI	Youth Challenge International
YPP	Young men and womens Project

*'If information and knowledge are central to democracy, they are the conditions of development'* (Kofi Annan, Address to The World Bank Conference 'Global Knowledge', 1997).

## Executive Summary

Wan Smolbag Theatre (WSB) is a Vanuatu civil society organisation that produces and uses high quality live theatre, film, radio and drama-based participatory techniques to provide information, raise awareness, increase knowledge of, and encourage public discussion and action on, critical and sometimes sensitive governance, health, economic and environmental issues. Drama is its core business but long term community commitment has led to service provision that focuses on the needs of young men and women living in peri-urban areas and who are considered to be 'at risk'. WSB works closely with peri-urban and rural communities who inform its activities.

This project, January 2010 – December 2014, continues and builds on successful programmes NZAID and AusAID each currently have with WSB. A joint AusAID/NZAID mid-term review of both donors' programmes in April 2009 found the organisation had achieved or over-achieved against almost all outputs. It recommended continued financial support in a tripartite partnership through a five year joint funding arrangement with a 13 percent funding increase over the 2008-2009 allocations in the first year followed by 2% cumulative increases in subsequent years to allow for increases in costs and numbers of young men and women using services. To maximise WSB effectiveness over the next five years the review also recommended that WSB focus on consolidation, upgrading the quality of work and capability of staff and strengthening senior management. AusAID will provide additional funding, over and above the 13 per cent increase, towards strengthening management.

The indicative total budget for the five year period is VT535,801,459. The design does not identify individual donor contributions for specific components or activities. Each will contribute an agreed proportion of the budget into a common fund. Over the five years of the project the indicative NZAID contribution should be (not yet agreed) VT 239,168,764 (44.6% of total funding) and the AusAID contribution VT296,632,694 (55.4%). Bridging finance, July –December will be put in place.

The framework for the design is based on the WSB's Five Year Strategic Plan 2007-2012 which has a common goal, objectives and outcomes across all WSB activities. It allows joint monitoring, evaluation and reporting across key outcomes rather than outputs at individual donor and activity levels. This approach has been used effectively and efficiently by WSB for the last two years. In the new tripartite arrangement WSB focuses on consolidation and upgrading the management and capability of its staff rather than expansion.

The project addresses the lack of skills and opportunities for out-of-school, unemployed young men and women considered to be 'at risk'. It also addresses the need for information and community action on governance issues including citizen's rights and responsibilities, leadership responsibilities, gender equality, electoral rights, sexual and reproductive health, domestic violence, child abuse and environmental conservation.

WSB's long-term vision is:

'A sustainable and well-governed Vanuatu where women, men and young men and women participate in and contribute to their community's development'.

The project goal/objective is to:

'Contribute to improvements in community life in Vanuatu and where appropriate other Pacific countries'.

The project has five major areas of assistance:

1. Maintaining the high quality and reach of theatre, film and radio productions and supporting publications on contemporary development issues.

2. Consolidating and improving the quality of services which promote positive participation in Vanuatu's social and economic development by those young men and women in peri-urban areas who are considered to be 'at risk'.
3. Initiating discussion, advocating for and supporting community action on governance, conservation and emerging controversial issues.
4. Improving peri-urban and rural access to age-appropriate and confidential sexual and reproductive health services for women, men and young men and women.
5. Providing effective management that maximises the benefits of tripartite planning and reporting, engages in on-going research and shares lessons learned with interested government departments, civil societies, donors and other development organisations.

The expected outcomes are consistent with the Government of Vanuatu Priorities and Action Agenda 2003, the Australia-Vanuatu Joint Development Cooperation Strategy 2005-2010, the NZAID-Vanuatu Development Programme Strategy 2006-2010 and the Vanuatu National Youth Policy 2008 and both NZAID and AusAID policies.

The design process has been participatory. A tripartite design workshop was held with WSB managers and donors followed by extensive consultations with WSB members, their clients, government departments, civil society organisations and the donors.

Partners agree that project management will include six monthly Partnership Coordination Committee (PCC) meetings, one short bi-annual progress report, one joint annual report, joint acquittals, budgets and activity plans. Funding will be provided annually in response to satisfactory progress, financial acquittals and agreed activity plans. The legal arrangements have yet to be agreed.

#### **Currency conversion**

When this design was completed the exchange rates were:

AU\$1 = 82 Vatu

NZ\$1 = 65 Vatu

## Introduction and preparation

1. The Wan Smolbag Theatre Tripartite Partnership Project, *Leftemap Laef Blong Komuniti* (Improving Community Life), January 2010-December 2014, harmonises AusAID and NZAID support to Wan Smolbag Theatre allowing for joint budgeting, planning and reporting across the project.
2. WSB provides locally produced live drama, films and radio productions on critical and often sensitive development issues to raise awareness, stimulate discussion and promote action that will improve community life. It has a strong focus on providing services, activities and learning opportunities for young men and women who live in poor, peri-urban settlements and who are considered to be 'at risk'. WSB key activities relate to a wide range of governance issues including gender equality, sexual and reproductive health, nutrition, protection of natural resources and the environment, using drama to improve learning, and non formal education for skills transfer.
3. WSB has received a mix of core and project funding from AusAID since 2005 through the bilateral Wan Smolbag Community Partnership agreement phases I (2005-2007) and II (2007-2012) and from NZAID since 2003 for the bilateral Wan Smolbag Good Governance, Education and Training Project which was replaced by the bilateral WSB Vanuatu Governance Programme and regional Education Programme in Vanuatu, Solomon Islands and Fiji (2006-2011).<sup>1</sup> The AusAID and NZAID funding has enabled WSB to take a cooperative and flexible approach to emerging youth, reproductive health, governance, conservation and education issues.
4. In line with the Paris Declaration on Aid Effectiveness<sup>2</sup> and in response to NZAID and AusAID policies of donor harmonization and the 'move away from unsustainable project approaches to more sustainable long-term partnership approaches'<sup>3</sup> a joint mid-term review of NZAID and AusAID support to WSB was undertaken in March/April 2009 as part of the design mission. In expectation of joint programming, the organizations had already harmonized their funding cycles, and participated in joint PCC meetings with joint progress reports and joint monitoring of harmonised objectives as outlined in the WSB Five Year Strategic Plan 2007. As suggested in the Paris Declaration, the project is closely aligned to the Government of Vanuatu's development policies and strategies, is fully managed and implemented by a Vanuatu organisation, and is based on a results-oriented framework.
5. The Terms of Reference for the design (Attachment 1) include development of a five year Project/Activity Design Document that reflects joint NZAID and AusAID support to WSB; maximizes WSB performance against the 10 objectives in the WSB Five Year Strategic Plan 2007-2012 and uses the review outcome and recommendations to guide programme development.<sup>4</sup> WSB's Strategic Plan establishes the foundation for the partnership and provides the design framework.
6. The design is based on the outcomes of a tripartite participatory design workshop and extensive interviews with the donors, WSB managers and staff, clients, government and non government partners.

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<sup>1</sup> Reference to the NZAID WSB Regional Education Programme in Vanuatu, Solomon Islands and Fiji (2001-2011) is included in the text to give a representative overview of WSB activities but is not part of this design.

<sup>2</sup> [www.oecd.org/dataoecd/11/41/34428351.pdf](http://www.oecd.org/dataoecd/11/41/34428351.pdf)

<sup>3</sup> NZAID Funding Arrangement: WSB Vanuatu Governance Programme/Education Programme in Vanuatu, Solomon Islands and Fiji, July 2006:8

<sup>4</sup> AusAID Design TOR 2009:2

7. **Mid-term review:** In keeping with previous reviews<sup>5</sup> WSB was found to be 'a competent, professional organization which delivers services and programs that are highly relevant and well received by communities'. It 'achieved or over-achieved almost all its objectives...the transfer of skills is impressive' and 'WSB provides very good value for money'.<sup>6</sup> During the funding periods WSB very successfully expanded its youth, governance, environmental, reproductive health and student-based learning programmes. In 2008, up to 1000 people attended workshops in the outer islands and there were large urban and rural audiences for live drama, radio and television programmes. In 2008, the number of client visits to the reproductive health clinics more than doubled to just over 10,000 and youth centre membership increased from 2028 to 4014. Some planned governance activities were not undertaken due to funding delays.

8. The youth centre provided a range of non formal education courses for out-of-school youth including computing, nutrition, cooking, literacy, music, and sewing. Daily nutrition classes for youth club members and weekly nutrition classes for six local primary schools were provided. Eight schools and youth centre members used the sporting facilities and had training in different sporting activities. In 2008, 74 young men and women who had attended youth centre classes found full time employment. With the expansion of the youth centre, the review noted that it was at a stage where it needs a strategic plan to set out its overall vision, guiding principles and objectives for the next five years; the management of the sports component of the centre needs strengthening to accommodate growth and the nutrition centre needs a nutritionist manager.

9. Outcome monitoring remains a challenge for an organisation with so many diverse activities where the primary focus is on soft outcomes. The review found that reporting tended to be descriptive rather than analytical with challenges not always discussed succinctly. The establishment of five computerised data bases will begin to address this.

10. Conclusions and full review recommendations are included in Attachment 2. In summary, the key recommendations are:

- AusAID and NZAID provide continued financial support to WSB in a tripartite partnership through a five year joint funding arrangement with a minimum budgetary increase 13% in the first year, and a further cumulative annual increase of 2% in subsequent years to the impact of increased utilisation of youth services and facilities and on-going increases in the cost of utilities and transport;
- AusAID provide additional funding over and above the 13% to strengthen WSB's management structure by funding an additional management position;
- the next review of WSB take place after two and a half years, but preferably three, unless a major issue arises before then;
- over the next five years, WSB focuses on consolidating and upgrading the quality of work and the capability of staff within the organisation and building on, and improving, the relationships it has with outside agencies in Vanuatu;
- WSB prepares and implements a strategic plan for the youth centre within six months of the new agreement being signed;
- WSB develops an annual research plan with clear objectives and research topics/questions so research activities are managed alongside the new programme design;
- WSB accesses technical advice and support in research design and in analysis and reporting; (NZAID has an interest in offering support by providing technical advice and support in evaluation planning, design, monitoring soft outcomes and improving reporting capacity);

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<sup>5</sup> Including DFID 1998, 2001, 2003, WWF-EU 2003; AusAID 2006, NZAID 2007

<sup>6</sup> Mid-Term Review: Wan Smolbag, Vanuatu, Aide Memoire April 2009:1

- donors support WSB's applications for fully funded technical volunteers and for short-term technical assistance;
- changes to severance pay legislation are accommodated under a separate funding arrangement should these occur; and
- a separate funding arrangement be agreed for a possible feasibility study into construction of a new theatre and clinic on WSB land.

11. **Funding arrangements:** The total AusAID/NZAID support requested for this project is VT535,801,459 across five years. The annual allocations will be confirmed on an annual basis.

12. It was agreed by AusAID and NZAID that the 2008-2009 budgets would be increased by 13% for the new project with a further cumulative increase of 2% annually to cover increased costs related to expanded delivery of clinic, nutrition and youth services. The AusAID contribution for 2008-2009 was VT48,810,612 and the NZ bilateral contribution VT39,800,488.<sup>7</sup> Over and above the contributions to the new project AusAID has agreed to fully fund the cost of an additional senior management position and NZAID will consider providing research support. Australia will provide 55.4% of the total budget and NZAID 44.6%.

13. For the five year period, the indicative NZAID support to this project is VT239,168,765 (NZ\$3,679,519) and AusAID support VT296,632,694 (AU\$3,617,472). Budgetary support in three currencies is outlined below in Table 1. Support by donor, currency, component and year is included in Annex 1.1.

Table 1: Wan Smolbag Theatre indicative budget by donor and currency\*

Donor	Vatu	NZ\$	AU\$
AusAID	296,632,694	4,563,580	3,617,472
NZAID	239,168,765	3,679,519	2,916,692
<b>TOTAL</b>	<b>535,801,459</b>	<b>8,243,099</b>	<b>6,534,164</b>

\*Figures rounded to the nearest decimal point

14. **Rationale for funding increases:** The increase in funding covers the rapid increase in the cost of utilities, auditing, consumables, maintenance and a doubling in the cost of air, sea and land transport over the last two years. This has been accompanied by a doubling of clinic clients and youth centre members over the last 18 months. The additional numbers of young men and women engaged in non formal education, in particular nutrition and computing, has resulted in a large increase in the cost of utensils, food, materials and maintenance. The popularity of sporting activities has resulted in demands for more sporting equipment and more frequent equipment replacement.

15. The rapid increase in costs has been accompanied by an 8% decline in the value of the Australian contribution to WSB as the vatu has increased in value against the Australian dollar. The New Zealand contribution is paid in vatu and is not exposed to fluctuations in the exchange rate. A detailed review of increases in WSB costs are outlined in the introduction to their Tripartite Discussion Paper, March 2009.

16. **Other donor contributions:** WSB has received funding from a variety of donors since it began 20 years ago and was funded DFID for many years until they pulled out the Pacific. Table 2 shows the major sources of funding for 2008-2009. WSB has limited opportunity for cost recovery as its work is aimed at those least able to pay and it is unlikely that it could ever be financially self sufficient as drama organisations

<sup>7</sup> The NZAID regional project contribution was VT20,143,291.



globally almost always have state or private benefactor funding, neither of which are available in Vanuatu.

Table 2: Major sources of Wan Smolbag Theatre funding 2008-2009 (Vatu)

Donor	Funding 2008-09 Vatu	Costs covered
AusAID	48,810,612	Core costs, youth centre, nutrition centre and reproductive health + research
NZAID bilateral	39,800,488	Core costs, governance programmes, organisational improvements, educational materials
NZAID regional	20,143,291	Regional education programme
Oxfam Australia	12,044,760	Core costs + reproductive health
Oxfam NZ	6,869,901	Core costs + nutrition centre
Global Fund/SPC	2,400,000	Support for HIV/AIDS activities
ADB/SPC	9,000,000	Funding for Love Patrol series
NOAA	1,250,000	Environmental programme
<b>TOTAL 2008-2009</b>	<b>VT140,319,052</b>	

### Wan Smolbag Theatre

17. Wan Smolbag Theatre is a large and vibrant civil society organization in Vanuatu that is committed to improving community life. It produces and uses high quality live drama, films and radio to create awareness and motivate action on critical social, economic and environmental development issues. It began in 1989 with a small group of out of school youth who toured rural villages, schools and health centres to perform and promote discussion on development issues including health, natural resource conservation, gender equality, child protection and human rights. They travelled light – with just one small bag of props.

18. Today, WSB has a staff of 114, a professional ni-Vanuatu acting troupe; three smaller drama groups, Helt Force, which specialises in health-related drama, Haulua, based on Pentecost and Wuhuran, based on Ambrym; well trained and competent ni-Vanuatu film makers, editors, radio producers, graphic artists and musicians and programme managers. Drama is WSB's core activity and its' creative staff is critical to the success of the organisation. WSB has a large repertoire of live plays, full length films, documentaries, two ten-episode series of a television drama *Love Patrol* focusing on HIV/AIDS prevention, 400 episodes of a radio drama *Famili Blong Sara*, which covers governance, health, gender, domestic violence and environmental issues and which is currently being replayed in response to demand.

19. WSB produces fully professional publications, comics and drama support materials that strengthen the impact of their drama activities and are used effectively for regular follow-up. WSB media productions are well known and extensively used across the Pacific, including on Maori TV New Zealand, ABC International and by universities across the region.<sup>8</sup> Ni-Vanuatu are proud of WSB and its achievements and of the positive image it presents to the world of ni-Vanuatu technical skills and creative talent.

<sup>8</sup> WSB films are used regularly in development courses at the Australian National University, Deakin University, and University of Queensland. For example, the value of the WSB film *A Piece of Land* is discussed in R. Bedford, 'A perspective on Pacific populations in the early 21st century' *Development Bulletin* No.62:34

20. Over the last ten years, in response to the high and growing number of out-of-school, unemployed and usually poorly educated young men and women in the peri-urban settlements of Vila, Luganville and on Pentecost, WSB became involved in service provision. In collaboration with the Department of Health they opened a sexual and reproductive health clinic for young men and women in Vila. This was so successful and fulfilled such a need that it was followed by clinics in Luganville and Pentecost. Youth centres were established in Vila and Luganville where young men and women could learn work-related computing skills, nutrition and cooking, literacy, music and engage in a range of sports. These facilities are also used by schools and sporting associations. Numbers of clinic clients and young men and women attending youth centre courses and using the facilities has doubled each year.

21. **Wan Smolbag Mission and Guiding Principles:** WSB drama-related activities and services delivery are based on a clearly defined overall mission and clearly defined operating principles. Both the mission and principles were developed by WSB staff and underpin this design and its implementation.

*Wan Smolbag Theatre Mission:* Wan Smolbag Theatre, as a large and vibrant civil society organisation in Vanuatu, will contribute to improvements in community life through:

- creating awareness of and promoting community action which addresses priority and emerging development issues;
- assisting young men and women to contribute to improved community life;
- encouraging and supporting the sustainable use of resources; and
- managing its programs effectively and efficiently, working in partnership with government, civil society and donor organisations in Vanuatu and the wider Pacific.

*Wan Smolbag Theatre Guiding Principles:* WSB is committed to:

- demonstrating and promoting gender equality;
- demonstrating and promoting a society where women and children are free from abuse;
- demonstrating and promoting disability-inclusive development;
- continuing to strengthen long-term partnerships with communities and stakeholders;
- promotion and practice of free, two-way communication with and between all levels of society and between project partners;
- maximizing the sustainability of benefits of WSB activities for young men and women and their communities;
- on-going responsiveness to performance feedback, community needs and lessons learned; and
- innovation and willingness to address sensitive issues.

Wan Smolbag Theatre's guiding principles will inform the management and implementation of this tripartite partnership.

22. **WSB strengths:** WSB key strengths have been built over many years, in particular that of recognizing and encouraging ni-Vanuatu creativity and ability. As a number of Mid-Term Reviews and Project Completion Reports<sup>9</sup> show, WSB strengths include:

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<sup>9</sup>Joint Mid-term Review, April 2009, Mid-Term Review 2006, DFID 'Wan Smolbag Theatre Development Project', Review of Kam Pusum Hed Clinic, August 2002, SPC. Mid-Term Review, March 2003, World Wildlife Fund Project, 'Development Theatre for Natural Resource Awareness and Capacity Building'. Project Completion Report, April 2003, DFID 'Wan Smolbag Theatre Development Project'.

- a well trained, highly skilled and hard working ni-Vanuatu staff;
- a national and regional reputation;
- a very large repertoire of plays that can be adapted for use across the Pacific;
- a large stock of films, videos and radio programs together with innovative and easy-to-use materials that encourage discussion and information exchange and include storylines of dramas in comic format for those with limited literacy skills;
- strong and long-term partnerships with communities, government and other non government organizations;
- an extensive and long-standing network of national and international contacts including a network of environment and conservation committees in villages and schools, the turtle monitoring network; and
- extensive physical resources, including three buildings, performance space, a fully equipped radio recording studio, a film editing suite, video cameras and lighting, a fully equipped nutrition centre including kitchen and utensils; sewing machines, two computer centres with 20 computers in Port Vila and ten in Luganville, a range of musical instruments, sporting equipment, an excellent sports field, three health clinics and two youth centres and two blocks of land.
- through building skills, providing opportunity, encouragement and employment over the years WSB has made considerable changes to the lives of many young men and women, most of whom had their first opportunity to participate in society through WSB.

23. **WSB weaknesses:** The weaknesses identified in the review and which are being addressed in this design are the very rapid growth of the organisation over the last 10 years and the need for a management structure and number of managerial staff that is commensurate with the very heavy and complex work load. Currently, directors and programme managers are seriously overworked. This has long-term implications for sustainability. The willingness of the organisation to take on additional activities has led to excessive demands on WSB capacity and could lead to a loss of quality.

24. Although there have been considerable improvements in research since a full time researcher was employed in 2008, some further professional assistance and technical advice in organisation-wide research planning, design, analysis and reporting would support overall improvements in WSB research, monitoring and evaluation. Currently, there is no organisation-wide research plan. For many years it has been WSB policy to undertake community level research following all drama performances including reporting on the size and composition of the audience, audience involvement in post-performance discussion and activities and reporting key questions asked by community members. However, given the volume of data and limited number of staff with analytical skills, this was seldom analysed effectively.

25. There is no overall vision or strategic plan for the youth centre leading to rather unfocussed activities and as yet, two of the accredited youth centre courses have not been registered with the Vanuatu National Training Council. The management of the sports component needs to be strengthened to accommodate the increasing numbers of young members and the nutrition centre has been without a nutritionist/manager for some time. The current nutrition tutor fulfils two roles – a situation that is not sustainable given the very busy schedule and growing number of clients.

26. As referred to in the review these weaknesses will be addressed through:

- developing a management structure and relevant job descriptions which allow for three high level directors and includes an additional finance manager;
- strengthened organisation-wide research planning;
- technical support in research design, analysis and reporting;

- development of a vision, objectives and strategic plan for the youth centre;
- accreditation of two training courses with the VNTC;
- appointment of a volunteer sports manager;
- WSB, will continue to seek a volunteer nutritionist; and
- technical capacity building through international volunteers.

### **Development challenges in Vanuatu**

27. The original NZAID and AusAID concept papers, analyses and rationale for support to WSB remain appropriate for this joint project. In summary, the development challenges identified in the literature, by communities and WSB are:

#### *Population and inequality*

- Rapid urbanization and growth of peri-urban settlements where housing is very poor, overcrowded and without basic utilities or services;<sup>10</sup>
- continued high population growth (2.4%) with 50% of the population under 18 years of age and 65% under 30 years<sup>11</sup> leading to a very high dependency ratio;
- increased economic inequality; growing levels of rural and peri-urban poverty and declining real per capita incomes; and
- 'a poverty of opportunity' among rural populations and a growing lifestyle gap between the urban population and the rural majority.<sup>12</sup>

#### *Women's rights*

- Low status of women, limited acceptance of and support for women's rights, limited women's participation in decision-making;
- high levels of violence against women and children;<sup>13</sup> and
- limited women's economic participation.<sup>14</sup>

#### *Child protection*

- Very limited knowledge or understanding of the Convention on the Rights of the Child<sup>15</sup> or of the term child abuse which is generally considered to be sexual abuse; and
- relatively high levels of severe beating in the home, in schools and by police not recognised or perceived as a problem; reported sexual abuse particularly of disabled and adopted children.<sup>16</sup>

#### *Low levels of education*

- Low educational attainment, especially among women and in rural areas; high levels of school push outs and drop outs often resulting from inability to pay school fees; and
- poorly trained teachers - 45% of primary teachers are untrained.<sup>17</sup> Most trained teachers never receive in-service training.<sup>18</sup>

#### *Unemployed young men and women*

- Increasing numbers of out-of-school unemployed youth with little to do and little hope of finding employment - a situation particularly acute in the peri-urban

<sup>10</sup> Vanuatu National Statistics Office, [www.vanuatustatistics.gov.vu](http://www.vanuatustatistics.gov.vu)

<sup>11</sup> The urban population has doubled in 10 years. While the overall annual population growth rate is 2.4% urban growth is double that. Population projections for 2008 indicate a total population of 226,000, 103,000 of whom are under 18 years. For demographic data and data on education, health, gender see [www.UNICEF.org/infobycountry/vanuatu-statistics](http://www.UNICEF.org/infobycountry/vanuatu-statistics) .

<sup>12</sup> Cox, Alatoa, Kenni, Naupa, Rawlings, Soni and Vatu, April 2007, 'The Unfinished State: Drivers of Change in Vanuatu' unpublished report page 4

<sup>13</sup> See Situation Analysis, AusAID/NZAID PDD Vanuatu Women's Centre July 2007-June 2012, July 2007:pp 13-17

<sup>14</sup> Amanda Ellis et al, "Women in Vanuatu: Analyzing Challenges to Economic Participation", World Bank, April 2009

<sup>15</sup> www, UNICEF, CRC, New York

<sup>16</sup> See Pamela Thomas and Elizabeth Cox, 2001, Situation Analysis of child abuse in Vanuatu, Samoa and Vanuatu, PDD, AusAID, Pacific Children's Programme

<sup>17</sup> Vanuatu Department of Education "Digest of Education Statistics" 2007:46

<sup>18</sup> Personal communication, Andrea Hinges, Vanuatu Teachers Training College

settlements where Government has difficulty providing appropriate services.<sup>19</sup> 'Of particular concern are the many young men and women leaving school each year with little or no prospect of finding productive work...this is likely to contribute to increased crime, social unrest and conflict'<sup>20</sup>;

- alcohol and abuse of other drugs among young men and women - considered to be an underlying factor in high levels of sexual and other violence – most particularly against women and children<sup>21</sup> - 70% of detainees in the Vanuatu Correctional Centre are sexual offenders, 62% of whom are between the ages of 15 and 25 years with a higher number of teenage offenders in the urban areas. Victims are largely women and children.<sup>22</sup>

#### *Health issues*

- Increasing prevalence of non communicable diseases related to lifestyle changes and poor nutrition;
- high rates of diarrhoea and intestinal problems due to contaminated water supply and poor sanitation;
- high rates of teenage pregnancy (9 of every 100 births are to adolescents between 15 and 19 years of age)<sup>23</sup>; high rates of Hepatitis B and other sexually transmitted infections among young men and women<sup>24</sup>; limited access to youth-friendly sexual and reproductive health services; limited knowledge of the cause or prevention of HIV/AIDS; and
- low contraceptive use - 26% of women between the ages of 15 and 40 years use "modern" contraception (predominantly the contraceptive pill).<sup>25</sup> There is very limited and unreliable data from more isolated rural areas.<sup>26</sup>

#### *Governance issues*

- Limited recognition among some leaders of the content of Vanuatu's Constitution, formal legal or correct electoral procedures, human rights or other international conventions or of their roles and responsibilities to their constituents;
- traditional values that tend to be conservative and often in opposition to legal requirements - although against the law, gender based violence is often condoned by village leadership, police and representatives of the legal system;
- police brutality<sup>27</sup> - many police continue to sanction violence as a legitimate form of discipline, particularly against women;
- very limited public knowledge of human rights issues, gender equality, child abuse, electoral rights; and
- the Government of Vanuatu has to rely on partnerships with civil society to provide services outside the two main urban centres.

#### *Environmental and resource management issues*

- Limited knowledge and practice of environmental sanitation or community responsibility for conservation of natural resources; depletion of natural resources; contamination of water sources, poor waste management and sanitation particularly in peri urban settlements and limited access to safe water supply - 40% of the population does not have year-round access to safe drinking water – a situation that is much worse in rural areas.<sup>28</sup>

<sup>19</sup> Also see Government of Vanuatu 'Priorities and Action Agenda 2006-2025':6

<sup>20</sup> NZAID/Vanuatu Development Programme Strategy 2006-2010:21

<sup>21</sup> See Mitchell, J. 1998, 'A Report on the Vanuatu Young men and women's Project 1997-1998, Vanuatu Cultural Centre, Port Vila.

<sup>22</sup> Vanuatu Department of Correctional Services

<sup>23</sup> World Vision (undated) 'Enabling children to reach their full potential:12; Myriam Abel 2006, Women and Health, presentation to the National Women's Forum: 119 and <http://Pacific.unfpa.org/countries/vu.htm>

<sup>24</sup> 2008 serology positive statistics for Luganville Hospital laboratory show for a population of 17,141 in Luganville there were 388 positive cases of Hepatitis B and 62 positive cases of syphilis.

<sup>25</sup> <http://pacific.unfpa.org/countries/vu.htm>

<sup>26</sup> Personal experience in health facilities in isolated areas.

<sup>27</sup> The repercussions of the very severe beating of escaped prisoners and the death of one in March 2009, may lead to improvements. See *Vanuatu Daily Post*, April 6 – 8, 2009.

<sup>28</sup> P.A. Kingston, 2004, Surveillance of Drinking Water Quality in Pacific islands, WHO; Oxfam, Vanuatu Country Profile

### *Lack of information/communication*

- In rural areas, poor communication systems, poor education standards and lack of access to information are particularly problematic and result in limited knowledge of development issues. The recent restoration and planned expansion of medium wave radio coverage together with the distribution of 500 solar powered radios to rural areas and the widespread distribution and coverage of mobile phones is beginning to address this, most particularly through talkback radio.<sup>29</sup>

28. These issues, together with WSB's understanding of the ways in which they impact on individuals and communities, their knowledge of community values and beliefs, and how best these issues might be addressed, form the goal, objective, proposed outcomes and activities for this project.

29. WSB will provide awareness, information and practical community support on key governance issues, including human rights, conservation, environmental sanitation and protection, sexual and reproductive health information and services for women, men and young men and women, activities and employment skills for out-of-school, unemployed young men and women in peri-urban areas, and improved drama-based teaching methods for teachers together with easy to read drama-based publications. These activities will be provided through a combination of live community-based drama, radio productions and documentaries, television and video, reinforced by community discussion, and support for community action. It will continue its policy of providing gender equality in all its activities.

### **Rationale for the project**

30. The rationale for this project is based firmly on priority needs expressed by the ni-Vanuatu community and the GoV, WSB's mission and strategic plan, and the principles spelled out in the Paris Declaration on Aid Effectiveness.<sup>30</sup>

31. *The Paris Declaration:* The basic principles of the Paris Declaration are incorporated in this design. They include working within and strengthening partner countries' own national development strategies and operational and performance frameworks; increasing alignment of aid with partner countries' priorities and systems and helping strengthen their capacities including working in partnership with government, local organisations and within local systems and allowing them to develop their own development frameworks; enhancing donors' and partner countries' accountability to citizens for development policies, strategies and performance; eliminating duplication of effort, rationalising donor activities to make them as cost-effective as possible - including harmonisation of donor support, analyses and reporting; reforming and simplifying donor policies and procedures to encourage collaborative behaviour; a focus on development results and measurement of results; reduced reliance on prescriptive conditions about how and where aid money is spent; working within multi-year donor frameworks; and partner country systems will be used to deliver aid.

32. *GoV and donor priorities and policy environment:* The Government of Vanuatu's Priorities and Action Agenda 2006-2015; the Australia-Vanuatu Joint Development Cooperation Strategy 2005-2010 and the NZAID/Vanuatu Development Programme Strategy 2006-2010 all commit to:

- building demand for better governance;
- building more effective and innovative partnership with communities;
- increasing engagement with, and including, civil society in decision-making;

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<sup>29</sup> For a full discussion see AusAid Independent Evaluation of AusAID's 'Vois Blong Yumi' programme of support to Vanuatu Broadcasting and Television Corporation, 2009:29

<sup>30</sup> OECD, 2005 'The Paris Declaration on Aid Effectiveness' loc.cit. Also see 'The Paris Declaration and Accra Agenda for Action' OECD.

- improving service delivery; and
- providing learning and employment opportunities for young unemployed people.<sup>31</sup>

33. The Government of Vanuatu's Priorities and Action Agenda specifically spells out its commitment to:

*... improving governance and public services delivery; improving the lives of the people in rural areas by improving services delivery...and ensuring sustainable use of natural resources; enabling greater stakeholder participation in policy formulation by institutionalising the role of chief, non government organisations and civil society in decision-making at all levels of government; and increasing equity in access to income and economic opportunity... through enabling universal access to primary education, universal access to basic health services and increasing employment opportunities for those seeking work.*<sup>32</sup>

34. *Alignment of aid and supporting more inclusive development:* Vanuatu, Australia and New Zealand are signatories to the Convention to Eliminate all forms of Discrimination against Women, the Convention on the Rights of the Child, and the Convention on the Rights of Persons with Disabilities and have policies and/or strategies relating to more inclusive development. AusAID's 'Development for All: the Australian Government's Disability Strategy 2009-2014' launched in November 2009 outlines the government's policy on disability in the aid programme. NZAID developed a Disability Strategy as part of its Health Sector Strategy in 2005.

35. *Using partner country systems:* In accordance with the Paris Declaration this project is a partnership with a ni-Vanuatu organisation, using its planning, reporting and operational systems. WSB works in close collaboration with the GoV in working towards greater inclusion of women and young men and women in decision-making, access to services and protection from violence. WSB governance programmes focus on human rights, improved legislation and electoral practices, better service delivery, especially for young men and women and a long-term commitment to including people with disability through its staffing policy and its drama productions. The Vanuatu National Youth Policy 2008 has a strong focus on including young people in decision-making and outlines the importance of activities, education and employment for young people giving special attention to those in peri-urban and rural communities. WSB provides otherwise unavailable services for young men and women in peri-urban and rural communities.

36. *Accountability and building demand for better governance:* WSB will work directly with citizens and those in positions of leadership to increase their understanding and encourage their participation in good governance practices. This includes working with civil society, women's groups, chiefs and parliamentarians. The objective is to increase the ability of citizens to demand their rights, to be able to participate in decisions that affect their lives and to hold government and other institutions to account.<sup>33</sup>

37. *Building more effective and innovative partnerships* with communities and civil society are critical to improving service delivery, underpinning growth and improved community life. Vanuatu's Priorities and Action Agenda recognizes that NGOs have a comparative advantage in providing services to the most disadvantaged members of society in particular those in informal settlements and remote rural areas. WSB is one

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<sup>31</sup> Government of Vanuatu, *Priorities and Action Agenda*, 2006-2015:3; Australian Government *Australian-Vanuatu Joint Development Cooperation Strategy 2005-2010:2-7*, New Zealand Government, *New Zealand-Vanuatu Development Programme 2006-2010:4-5*. Also see AusAID's Activity Proposal for the Wan Smolbag community Partnership Phase I, Attachment A

<sup>32</sup> Loc.cit

<sup>33</sup> AusAID, *Building Demand for Better Governance: New directions for the Australian aid program*. Position statement and program guidance 2001:1

of three partnerships which the Government of Vanuatu has with civil society. Currently the Government of Vanuatu has very limited capacity to manage community partnerships and to deliver services where they are most needed.<sup>34</sup> These are the areas where WSB focuses attention.

38. *Partnerships and WSB engagement with the Government of Vanuatu and NGOs:* WSB maintains close and mutually supportive working relationships with the Departments of Health, Youth Development and Training, Agriculture, Fisheries, Environment, Judicial Services, the Electoral Office and Commission and Police Services as well as Regional Departments of Health and Education.

39. WSB supports and makes its expertise available to the Ministry of Health - the MOH sends its nurses on attachment to the WSB reproductive health clinics to upgrade MOH knowledge of reproductive health and user-friendly approaches. WSB assisted with the development of Vanuatu's National Strategic Plan for HIV and Sexually Transmitted Infections 2008-2012 and WSB designed and organized the printing of this Plan. UNFPA provides training and new equipment for the clinics, UNIFEM, UNICEF and World Bank receive assistance from WSB with their programmes and research and WSB hosted the launch of the World Bank Report on Youth Voicelessness in the South Pacific.

40. Representatives from the Ministries of Health, Education, Women's Affairs, and Youth Development and Training are members of the WSB, AusAID and NZAID Partnership Coordinating Committee. It is suggested that Department of Environment also be included.

41. WSB works closely with other NGOs and civil society and has mutually supportive programmes with Save the Children Fund (Efate and Espiritu Santo), the Women's Centre, the Women's Crisis Centre, VANASOC, Shefa Football Federation and a number of sporting federations, the Disabled People's Advocacy Association, Foundation for the Peoples of the South Pacific, World Vision and Youth Challenge International and the Young People's Project. WSB regularly collaborates with these organisations on advocacy issues, shares information and lessons learned, provides resources and training opportunities for counterpart staff and to young men and women working with these organisations.

42. Through its management staff WSB has representation on a wide variety of local and regional bodies. These include the chairperson of the Vanuatu National AIDS Committee, Vanuatu NGO member for the Pacific Island Regional Multi-country Coordinating Mechanism for the HIV/AIDS Global Fund, chairperson of the VANGO Board, member of the Parole Board for Correctional Services, member of the Malvatumauri Kastom Reference Group, treasurer of the SHEFA Futsal League Executive Committee, and members of the Vanuatu Youth Interagency Committee. WSB external representation is listed in Attachment 3.

43. *Donor harmonization:* The framework for the project accords with NZAID and AusAID commitments to harmonize donor activities and support longer term funding arrangements as set out in the Paris Declaration. This tripartite partnership reflects mutual trust between WSB, AusAID and NZAID and a proven capacity to work together as equal partners. This allows resource efficiency by minimising transaction costs for all partners, reducing monitoring and evaluation and reporting and supporting greater organisational stability and sustainability. It also focuses attention on the quality of activities and services and in-depth research. The design process accords with the Paris Declaration in that it is based on the framework of WSB's five year Strategic Plan and a planning partnership comprising WSB, AusAID and NZAID.

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<sup>34</sup> Also see Cox, Alatoa et al, op.cit , Recommendations p.vi



44. *Efficiency and cost effectiveness:* In line with the Paris Declaration the design is based on achieving development results with a focus on measuring impact and development effectiveness. The project uses its human, economic and technical resources efficiently and offers excellent value for money.<sup>35</sup> On a relatively small budget the organization produces a large number and variety of drama-related outputs; runs three drama groups that work in rural communities; runs a large youth centre offering well attended non formal education courses and sporting activities; and operates three reproductive health clinics offering specialised services for young men and women; and three groups of reproductive health peer educators.

45. *Economic impact:* The scope of economic impact that can be directly attributed to WSB activities is hard to identify with accuracy, but the more obvious economic impacts are:

- employment and valuable skills building for WSB's currently employed 114 ni-Vanuatu staff on three different islands in Vanuatu;
- financial benefits to approximately 120 families and their communities from part-time employment as film crew, film extras, caterers and providers of accommodation;
- skills training for out-of-school and unemployed young men and women; between 2008-2009, 74 of the young men and women who received training at the youth centre found full time employment and six went on to further training;
- in 2008-2009, eight young women from peri-urban settlements started their own micro-enterprises after learning sewing and cooking skills at the youth and nutrition centre;
- during the current season the WSB eco-tourism project at Moso Island will earn more than VT3.5 million and provide employment /income for over 200 village people; and
- economic benefits which flow from improved sustainability of marine, coastal and forest resources.

46. *Social impact:* The social impact of WSB activities has been extensively documented in previous reviews but includes improved living conditions and waste disposal in peri-urban settlements; greater youth involvement in national sporting and community improvement activities; improved knowledge of HIV/AIDS transmission; increased community involvement in environmental and natural resource protection; an increased number of women involved in national and local politics; increased recognition within political, traditional and religious leadership of gender and child protection issues; greater recognition of the rights of people with disabilities and the achievement of Vanuatu signing the Convention on the Rights of Persons with Disabilities – the first Pacific Island country to do so.

### **Maximising project effectiveness**

47. Key initiatives for improving WSB effectiveness through this tripartite partnership are the focus on maintaining the high quality and popularity of WSB drama performances; consolidation and the deepening rather than expansion of activities; and a greater focus on achieving positive outcomes. More attention will be given to follow-up, to reinforcing knowledge and encouraging community and individual action. For example, rather than making two visits a year to eight isolated communities WSB will make four visits to four communities allowing more in-depth follow up and greater support for positive action. Other initiatives for maximising both efficiency and effectiveness are strengthening management and continuing to build staff technical, administrative and creative expertise. Recent improvements in IT, internal

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<sup>35</sup> For example, its production of a fully professional television series of 10 x 20 minute episodes cost less than it would cost to pay the actors in one 20 minute television programme in Australia.

communication systems and research will be continued and further strengthened to allow consolidated feedback on project progress and impact.

48. In keeping with the benefits of harmonisation, the tripartite partnership will provide opportunities for the three partner organisations to utilise each others' strengths, learn from one another, share techniques, foster consensus on future activities, and increase objectivity, transparency and legitimacy. The partnership will have a direct impact on improving planning, monitoring and evaluation and reporting which in turn will support improvements in project effectiveness and in the longer term support sustainability.

### **Lessons learned**

49. This project is informed by lessons learned from WSB's 20 years experience of regular monitoring and feedback from their activities. These lessons are strongly supported by the international literature on development communication, health promotion and social marketing.<sup>36</sup> The key lessons that have particular relevance for this partnership are:

- Positive changes in development take a long time. Many different approaches and on-going support are needed to bring about changes in knowledge, attitudes and behaviour. Changes in awareness, knowledge and attitude do not necessarily lead to anticipated behaviour change but may result in other benefits.
- Drama – whether live, film or radio – is a safe, enjoyable and effective way of raising issues and creating awareness on issues that can be sensitive or *tabu*. Drama is particularly effective when followed by structured community discussion and activities with groups separated by age and gender where appropriate. WSB has found that providing people with a “voice” can lead to effective action and change.
- Drama, by its nature must be dramatic, with a strong story line that captures and holds attention, be enjoyable and within the one performance provide the same information in many different ways. Reinforcement is vital.
- To be effective drama and other communication for development must reflect the situation within which people live and with which they can identify. This requires in-depth knowledge of, and on-going research into, community values, beliefs, life experience and problems. The cultural context and values must be identifiable.
- It is vital to pre-test all materials/productions in the communities for whom they were developed.
- Printed materials, film and live drama resources are most effective when community workers/teachers are shown how to use them effectively. Materials should not just be distributed – it is cost effective to show people how to use them.
- An activity that works in one area or community may not necessarily work in another. Cultural values and life experience and opportunities can differ from one community to another strongly influencing reactions and receptiveness to WSB messages and activities.
- Peer education can be very valuable when working with young men and women but peer educators need regular in-service training and up-dating. They must be well trained, give accurate information and know their limits.
- Sexual and reproductive health clinics for young men and women are most successful when they are friendly, confidential, accessible and non-judgemental.
- Regular monitoring, feedback and sharing information with all partners improves implementation impact.

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<sup>36</sup> Eg. See *Communication for Development: Natural Resources Management & Environment*, FAO, Rome, *The World Communication and Information Report*, 1999-2000, UNESCO, Paris; Lowery S 'Milestones in Communication Research' Longmans 1983, Thomas P. "Social marketing for health development", UNICEF 1995..

- Stay within the areas which the organization has skills to address and be prepared to stop undertaking activities that are not successful or beyond WSB's expertise to administer.
- Be prepared to say no to requests that are not development priorities for WSB or in the interest of the communities they serve. Suggest other alternatives.
- Regular follow-up is critical for achieving planned outcomes.
- Any perceived or threatened violence or abuse against women or children must be dealt with immediately.

50. These lessons inform the way in which WSB operates. Their standard practice is to undertake in-depth community research before developing a new drama to ensure that plots and messages address key community needs and reflect familiar situations, events, sayings and songs that occur in people's every day lives.

### **Project description**

51. The framework for the project is based on WSB's Five Year Strategic Plan 2007-2011 which integrates NZAID<sup>37</sup> and AusAID programmes to provide a common goal, common objective, outcomes, activities, monitoring and evaluation. The Strategic Plan and its monitoring and evaluation framework has been used successfully for the last two years. The plan recommends that it be adapted in response to experience and changing situations. When reviewed during the tripartite design workshop it was agreed to reduce the number of objectives from ten to five by amalgamating governance activities (objective three) with community-based conservation (objective four) and amalgamating objectives seven to ten. These last four objectives represent considerable overlap in terms of their focus on management, research, monitoring and evaluation and planning. Workshop participants felt a consolidated approach would be more efficient and reduce repetition. At NZAID's request the component on student centred learning methods in Solomon Islands, Fiji and Vanuatu has not been included.

52. *Project design logic:* In keeping with current AusAID approaches to design and following the strategic plan framework there is no logframe. The focus is on outcomes and impact rather than outputs as the last seven reviews of WSB have shown that almost all outputs were overachieved. The focus on outcomes reflects current development and organisational management theory and practice. As agreed by all programme partners the design does not include pre-determined outputs but allows WSB flexibility to respond to emerging issues, to adapt to localised needs and to define the monitoring and evaluation parameters they consider most appropriate. At both the workshop for developing the strategic plan (May 2007) and the design (March 2009) participants worked through a logical modelling exercise to ensure that the outputs from the proposed type, number, duration of activities and audiences would over time and with regular monitoring, reinforcement and support lead to the planned outcomes, which when taken across all WSB's various activities, including service delivery, would lead to the achievement of WSB's objective and in time its goal. This is an on-going, rather than a new project and WSB's lessons learned over 20 years are firmly incorporated into the design.

53. As the international literature shows very clearly, it is not always possible to demonstrate a direct or logical link between information/awareness and planned change, particularly within a specific timeframe. Conversely, planned change is unlikely to occur without awareness, information and support. It is therefore important for this project to identify what are perceived by communities as the most important changes resulting from WSB activities. These may be what was planned, while others may be unanticipated but never-the-less beneficial, adding to the stock of knowledge.

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<sup>37</sup> The NZAID regional education programme is no longer included and will now require independent reporting.

54. Of fundamental importance to WSB's operation and the achievement of their planned objective is the maintenance of high quality drama that provides information and awareness of development issues together with high levels of audience satisfaction. This depends on the organisation's continued ability to provide drama that meets perceived needs, reflects audience's lived experience and provides an equal opportunity for young men and women, leaders, men and women, to have a voice and participate in discussion and WSB activities.

55. The project therefore focuses on maintaining the high quality and outreach of drama and publications. It will strengthen knowledge of a wide spectrum of governance issues, including community responsibility for environmental and conservation issues; provide quality age appropriate sexual and reproductive health information and services for women, men and young men and women; improve teaching methods through workshops on drama-based student-centred learning techniques; provide quality youth services in non formal education and sports and provide efficient management and research that supports organisational sustainability. Maximising the benefits of the tripartite partnership and the harmonization of donor requirements are key strategies for the project.

56. In conformity to the Paris Declaration this partnership is a long-term undertaking that will consolidate gains made over WSB's many years experience in community development, awareness and service delivery and further strengthen management and staff skills. During the project there will be no expansion into new activities but WSB will need to manage considerable increases in demand and its related costs for sexual and reproductive health services and increased youth centre membership.

57. To improve sustainability and efficiency a management structure that is appropriate to an organization that has become as large, complex and active as WSB will be put in place. This will reduce the unsustainable work load on existing management staff. A management restructuring will be undertaken to allow for three directors – an Administrative Director, Programme Director and Artistic Director. These three positions will be filled from within the organization but with redefined roles and clearly outlined responsibilities. The Administrative Director will manage the increased administrative workload, liaise with donors, oversee human resources and IT issues, and oversee financial issues, monitoring and evaluation and reporting. The Programme Director will take responsibility for coordinating and overseeing the different programmes and publications and liaise with Government departments, the public and politicians. The Artistic Director will continue in his current role of guiding the artistic direction of WSB.

58. An additional middle management financial administrator/manager will be recruited to reduce the time consuming financial management and minor administrative issues that are currently undertaken by the coordinator and programme managers.

59. Strengthening WSB management and providing ni-Vanuatu management staff with additional responsibilities and national and international exposure will help improve long-term sustainability of the organisation and more sustainable succession should any key management staff leave WSB. Sustainability is also supported by WSB's commitment to involving core ni-Vanuatu actors in management activities and decisions including those affecting salaries, discipline and group direction.

### **Tripartite Partnership Project goal, objective and outcomes**

60. WSB's agreed vision and the project's long-term goal is:

**Wan Smolbag Theatre will contribute to a sustainable and well-governed Vanuatu where women, men and young men and women participate in and contribute to their community's development.**

The agreed objective<sup>38</sup> for the project is:

**Wan Smolbag Theatre will contribute to improvements in community life in Vanuatu and where appropriate other Pacific countries.**

61. The project has five major outcome areas:

**1. *Maintaining quality media production and audiences***

Expected outcome: The high quality and reach of live theatre, film, radio productions and supporting publications on contemporary development issues are maintained and strengthened.

**2. *Strengthening youth centre services***

Expected outcome: Young men and women from peri-urban settlements who are considered to be at risk, engaged in gender-equal youth centre services which provide them with the skills to participate in the social and economic development of their communities.

**3. *Promoting community action on governance and conservation***

Expected outcomes: Discussions initiated and increased community action supported on governance, conservation and controversial issues.

**4. *Strengthening age appropriate reproductive and sexual health services***

Expected outcomes: Improved and extended urban and rural access to age-appropriate and confidential sexual and reproductive health services, including family planning, for women, men and young men and women.

**5. *Effective management and sustainability***

Expected outcome: Strengthened management that maximises the long-term benefits of tripartite planning and reporting, increases long-term sustainability and engages in quality on-going research.

## **Project implementation**

### ***WSB implementation strategies***

62. The key implementation strategies are to:

- strengthen and consolidate existing activities;
- strengthen management and sustainability;
- create awareness and knowledge and promote community action which addresses priority and emerging development issues identified by communities;
- provide skills and assistance for young men and women to contribute to improving their communities;
- encourage and support community responsibility for the sustainable use of natural resources and care of the environment;
- engage in open discussion with all partners and stakeholders; and
- promote and implement gender equality in all activities.

## **Key activities and expected outcomes**

### **Area 1: Maintain quality media production and audiences**

**Expected outcome:** The high quality and reach of WSB theatre, film and radio productions and supporting publications on contemporary development issues are maintained and strengthened.

<sup>38</sup> 'Objective' is AusAID's preferred term for the result expected within the life of a programme.

63. Support for this area relates to WSB core drama-based activities and outputs. These include development, production and performance of TV drama series, films, radio dramas, live performances in urban, peri-urban, rural and remote communities, workshops, discussion and follow-up based on the drama themes and activities. It also includes publication, training in drama performance and the distribution and training in the use of supporting materials.

**Key activities:** Current key drama activities will be continued and strengthened with a greater focus on strengthening skills, reinforcement of messages and community follow-up. Given WSB's extensive knowledge of communities, their development needs and emerging development issues, the themes and performance schedules for this component are flexible and will be agreed annually, or when necessary, by the partnership. All activities have a skills building component including annual training for Haulua, Wuhuran and Helt Force drama groups.

The following list of agreed activities is indicative only. These are:

- the development and performances of the WSB major biennial play on current social and governance issues performed in Port Vila and Luganville and followed by workshops, discussion and supporting publications;
- community-based drama performances by the four WSB drama groups all of which incorporate discussion and follow-up;
- production and transmission of TV drama, radio documentaries, popular drama and spots and film; and
- development and distribution of books, comics, CDs, DVDs and posters to Pacific Island countries and schools and where appropriate training in their effective use.

Support for this component also covers the costs of on-going maintenance and replacement of equipment.

Indicative funding for this component for the five years is **VT 66,455,066**.

### **Area 2: *Strengthening youth centre services***

**Expected outcome:** Young men and women from peri-urban settlements who are considered to be at risk, engaged in quality youth centre services which provide them with the skills to participate in the social and economic development of their communities.

64. This area focuses on providing consolidated and high quality services including non formal education and sporting opportunities for young unemployed, out-of-school young men and women in poor peri-urban settlements. Particular attention will continue to be given to gender equality in all youth centre activities, including sports. These activities aim to build knowledge, skills and confidence among young men and women; encourage self-reliance, resilience and leadership and promote positive participation in Vanuatu's socio-economic development.

**Key activities:** Support for this area will assist WSB to consolidate and improve the services offered by their youth centres in Port Vila, Luganville and on Pentecost.

Agreed activities include:

*In Port Vila:*

- non formal education classes in nutrition, cooking, computing, sewing, life skills and literacy and provision of other classes in response to demand and availability of a suitable trainer;
- provision of a variety of sporting activities, training and access to sports facilities with professional coaching and a pathway to national sports squads;

- sporting facilities and nutrition courses will continue to be available to nearby schools; relevant non formal education courses will be registered with the Vanuatu National Training Council;
- on-going liaison with youth agencies, Department of Labour and ILO to assist with a pathway to work and other opportunities for youth members;
- development of a five year Youth Centre Strategic Plan, which sets out its overall vision, guiding principles and includes a gender equality strategy, to guide activities and provide appropriate oversight;
- registration of relevant courses with the Vanuatu National Training Council and a trained nutritionist sought;
- Youth centre sports facilities and nutrition courses will continue to be made available to schools in the area; and
- participation in the Vanuatu Youth Inter-Agency Committee and other youth programmes to share information and run joint workshops with youth members.

*Northern Care Youth Centre (Luganville) and Pentecost*

- The Northern Care Youth Centre will participate on non formal education courses, including computing and sporting activities; and
- the Haulua Youth Centre on Pentecost will run workshops that include agriculture and reproductive health.

The budget for these activities includes operational and administration costs of the Port Vila Youth Centre and Nutrition Centre, salaries, travel, replacement or repair of computers, sporting and nutritional class equipment, consumables.

The total indicative budget is VT84,178,935.

**Area 3: Promoting community action on good governance and conservation**

Expected outcomes: Good governance, conservation and emerging controversial issues discussed, advocated for and supported.

65. Support covers a variety of continuing activities that relate to different aspects of good governance in Vanuatu. The precise nature of the activities and key messages vary with need, specific audiences and locations. A focus of this component is on consolidation, reinforcement, follow-up and support for practical action. The activities are interlinked and mutually reinforcing and together form a powerful approach to improving governance at different levels of society.

**Key activities:** There are four key activity areas:

- *Chiefs:* participatory governance workshops with chiefs, including an annual half day presentation to the Malvatumauri National Council of Chiefs annual meeting in Vila and the establishment of chiefs' governance committees focusing on the role of traditional leadership in key governance areas;
- *Rural communities:* island tours of governance-themed live performances and films to remote communities who will be visited twice followed by in-depth discussion and workshops on key governance issues and action that impact on rural communities and are considered by rural communities to be important; workshops for provincial politicians on topical governance issues, island-based governance committee meetings and workshops.
- *Urban communities:* performances of live plays, workshops on governance issues raised in new major play, peri-urban screenings of good governance videos; provision of drama-based information; workshops and community discussion and action on governance issues that impact on urban communities; including workshops for politicians and youth centre members and discussion forums with keynote speakers on important social and governance issues.

- *Environmental governance*: drama-based live performances, films and radio programmes that provide information and encourage discussion and community action on environmental governance and conservation of natural resources including in schools. Beach surveys undertaken of turtle nesting sites and training follow-up, waste management work with primary schools in Port Vila and on going waste management in primary schools around Efate, Luganville and Ambrym supported by live drama, comics and other publications. Continued assistance to Blacksands river communities with waste management and river clean up.

The indicative budget for this component is VT140,796,481.

**Area 4: Strengthening age appropriate reproductive and sexual health services**

**Expected outcomes:** Improved and extended urban and rural access to age-appropriate and confidential sexual and reproductive health services, including family planning, for women, men and young men and women.

66. This area covers the cost of the Northern Care Youth Clinic (NCYC), Luganville, Santo Espiritu including salary costs for a trained nurse, an administrator and the six peer educators. (Most costs of the Port Vila Kam Pusum Hed clinic and Pentecost nurse's visits are funded by Oxfam Australia).

**Key activities:**

- the Luganville Youth Centre clinic will continue to provide free clinic-based sexual and reproductive health services and HIV/AIDS voluntary confidential counselling and testing services to young men and women, women and men;
- nurses will provide outreach workshops to communities, school reproductive health visits in Luganville and Port Vila;
- peer educators in both locations will run daily education programmes on reproductive health, engage in one-to-one discussion and education, distributing condoms where this is appropriate. Peer educators will continue to increase their knowledge and expand the range of their activities.
- NCYC and KPH nurses will share monthly visits to Haulua Youth Centre, Pentecost to run reproductive health clinics.

The indicative budget is VT 35,167,425.

**Area 5: Effective management and sustainability**

**Expected outcome:** Strengthened management that maximises the long-term benefits of tripartite planning and reporting, increases long-term sustainability and engages in, and shares the results of, quality on-going research

67. This area covers core funding for WSB and includes salaries, administration, capacity building, research and on-going monitoring and evaluation. It also includes the maintenance of the WSB website and short-term technical support for the WSB researcher in effective methodologies for monitoring and evaluating information, education and communication activities.

**Key activities:** Support will help WSB continue to build the capacity of its staff and improve management and monitoring and evaluation. Agreed activities are:

- continued provision of high quality financial records with an annual audit on project funds cross referenced to WSB core account;



- development of an annual research plan to guide data collection, monitoring and evaluation and reporting for WSB's own requirements and those of the partnership;
- development of a new management structure;
- AusAID will provide assistance to develop a child protection policy and with assistance from the partnership members;
- WSB, with assistance from partners where necessary, will manage the tripartite partnership, undertake appropriate monitoring and evaluation, undertaken pre- and post production research; provide relevant reports and arrange regular partnership meetings and continue to upgrade research capacity;
- WSB staff will continue their valuable participation in external committees, boards and integrated projects to assist with networking and strengthening relationships with local stakeholders and government; and
- WSB will develop a TOR for a feasibility study into building a multi-purpose theatre on their land.

The indicative budget for this area is **VT209,203,550**.

**Annual work plan January - December 2010:** An indicative annual work plan developed by WSB is in Attachment 4.

68. **Assumptions:** This project is based on three major assumptions: that WSB drama will continue to attract audiences and services clients; that WSB activities will in time lead to beneficial changes in community life (as identified by communities); and that WSB, donors, governments and non government organisations continue to work in mutually beneficial partnership. These assumptions are discussed in paragraph 99 in the section on risk management.

### Indicative budget

69. The total indicative budget for the project is **VT535,801,459, (NZ\$8,243,099), (AU\$6,534,164)**. The annual budget, by donor contribution, is shown in Table 3 below. The annual budgets by component, showing proposed donor contributions in Vatu, NZ\$ and AU\$ is in Annex 1.1. The budgets by the five outcome areas, by year and activity are in Annex 1.2-7. A breakdown of the core budget is in Annex 1.8. Given core funding and the on-going nature of many WSB activities, the annual activities listed above are not necessarily correlated with a budget line. The budget and activity plans will be agreed annually.

70.

*Table 3: Indicative annual budget, by year and donor contribution\**

Year	Total annual budget (Vatu)	NZ bilateral Contribution 44.6% (NZ\$)	AusAID Contribution 55.4% (AU\$)
2010	103,202,281	708,723	696,772
2011	103,329,487	709,597	697,631
2012	108,153,993	742,728	730,203
2013	108,364,482	744,173	731,624
2014	112,751,216	774,299	761,242
<b>TOTAL</b>	<b>535,801,459</b>	<b>3,679,519</b>	<b>3,617,472</b>

\*Figures rounded to nearest decimal point

### Management and governance arrangements

70. In keeping with WSB's guiding principles the governance and management arrangements for the project will be participatory and inclusive. This builds on existing arrangements for the tripartite partnership. Since late 2007, NZAID and AusAID have attended the same WSB PCC meetings and shared joint six monthly and annual reports and acquittals based on the framework provided by the WSB Strategic Plan.

71. *WSB internal governance:* WSB is a registered charitable organisation under the Vanuatu Charitable Associations Act. The WSB Board comprises all staff employed by WSB. The external board members are Arthur Faerua, Law Department, University of the South Pacific and First Political Adviser to the Ministry of Justice and Social Welfare; Russell Nari, Director General, Ministry of Lands; Roslyn Arthur, UNICEF; and Bertha Tarileo, Independent Health Consultant.

72. WSB has an Executive Committee consisting of the Director, Artistic Director, Manager, Secretary, Treasurer and nine ordinary members including the five programme managers. WSB's Constitution is currently being revised to take into consideration their recent purchase of land. It has an informal management committee which meets weekly.

73. *External governance:* It is a legal requirement that the WSB hold an annual general meeting and present the annual report and audited financial statements. This meeting is open to the public. Legally, the financial records and meeting minutes must be lodged with the Vanuatu Financial Services Commission. The WSB Advisory Committee comprises high level representatives from various government ministries, NGOs, traditional chiefs, the legal, banking and business sectors. It meets twice a year. The advisory board has no legal or decision-making power but is called upon to provide advice.

74. The Partnership Coordinating Committee (PCC) is the external managing body that will have oversight of the project. Its primary purpose is for the partners and government representatives to jointly review WSB performance, discuss achievements and lessons learned and approve future work plans and budget. It may also provide advice and guidance. New PCC guidelines have been drawn up for the tripartite partnership setting out the obligations of WSB and of PCC members (see Attachment 5). These include the requirement that WSB circulate all documents relating to the PCC meeting a week in advance and circulate meeting minutes within 10 days of the meeting. The guidelines include provision to stand down members who do not attend and do not send an alternate representative.

75. The members of the PCC are representatives of Wan Smolbag, AusAID, NZAID, Oxfam Australia, Ministry of Health, Ministry of Education, Ministry of Youth Development and Training, Department of Women's Affairs, Department of Strategic Policy and Planning, Save the Children Australia, Vanuatu Women's Centre and the University of the South Pacific.

76. It would strengthen representation if the PCC included a representative from the Department of Environment, given the close working relationship the department has with WSB in natural resources conservation and environmental improvement. The PCC might also consider inviting a traditional chief to participate in PCC meetings. The partnership may consider ways of encouraging greater discussion and information sharing on matters of importance.

77. The PCC will meet every six months. A joint short progress report will be presented mid-year and an annual report, annual financial report and a proposed annual plan for the following year presented at the end of the project year in June/July.

78. Teleconferences or meetings between the three partners when required would provide the opportunity to review progress, discuss and resolve any issues that may arise and to share experience and lessons learned. This would be particularly useful in the first year. Emails regarding project issues should be copied among the three partners.

79. A Memorandum of Understanding outlining agreed operational principles of the tripartite partnership would clarify the relationship and avoid any possible misunderstandings. This should outline an agreement regarding cooperation, collaboration and sharing information related to the project. There needs to be agreement on a single six monthly report that meets the monitoring requirements of all partners, a single annual budget and annual work plan. An agreed *modus operandi* is required regarding joint TORs, the oversight of shared reviews, feasibility studies, research, training or any other joint activity outside the immediate funding for this project. This should include an agreement to share all comments on draft reports or plans and any requested changes. The Programme Steering Committee TOR for the joint NZAID/AusAID Avoidable Blindness programme could provide a useful starting point for such an MOU.

80. The legal and contractual arrangements for this project will need to be negotiated with NZAID and AusAID contract staff but could be Letters of Agreement between each of the donors and WSB in support of the one project design document and covering the amount of each donor's annual financial contribution which should be lodged in WSB's account at the same time each year or with the Government of Vanuatu Ministry of Finance and accessed by WSB through the Aid Coordination Unit should this be required.

### Implementation and Timing

81. A detailed implementation plan setting out clear milestones is not thought to be useful to this project as so many activities are ongoing and there is a need for flexibility in both the focus and timing of activities given that these are often based on emerging issues and on what is feasible given externalities including transport, funding, weather, political and cultural issues. An indicative implementation plan with suggested milestones is provided for key management activities and major performance milestones only.

*Table 4: Indicative implementation plan and milestones*

Implementation Plan	Year 1				Year 2				Year 3				Year 4				Year 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Quarters																				
PCC meeting		X		X		X		X		X		X		X		X		X		X
New management structure in operation			X																	
WSB child protection policy developed					X															
TOR for building feasibility study completed by WSB	X																			
Annual Report & plan				X				X				X				X				X
Research Plan for review		X																		
Impact research with research adviser			X				X				X				X				X	
Annual General Meeting				X				X				X				X				X
Mid-term review									X											
Independent completion report																			X	
Youth Centre		X																		

Strategic plan for review																			
Youth Centre Strategic Plan implemented				X															
Major new musical drama research, script, preparation, rehearsal						X	X							X	X				
Major musical performances Vila & post production research							X								X				
Major musical drama performances Luganville & post-production research								X										X	
Governance Committee meeting	X				X			X				X					X		

## Monitoring and Evaluation

82. **WSB monitoring and evaluation capacity:** WSB's capacity to undertake effective monitoring and evaluation has increased with the appointment of a fulltime researcher which has led to improved data collection, analysis and retrieval. The researcher is responsible for compiling and analysing all data and providing information for the six monthly and annual reports. Given the number and diverse range of WSB activities she will require further assistance with developing an annual research plan, appropriate methodologies for monitoring and evaluating changes in knowledge and practice in establishing additional data bases. NZAID has indicated its willingness to provide additional research support and the project allows for an annual visit of an independent researcher to increase research capacity across the organisation.

83. **WSB Approach to monitoring:** WSB's approach to monitoring and evaluation was developed in May 2007 at a workshop for the participatory development of the WSB's Five Year Strategic Plan. This was attended by all WSB management staff and representatives of AusAID and NZAID. WSB's M&E approach meets their need to:

- **empower** staff, legitimate activities and feedback results to communities;
- **improve** the quality and effectiveness of activities through a clear understanding of what contributes to desired impacts, and to provide on-going feedback for future planning;
- **prove** to donors and others that planned progress is being made; and
- **share** with others the lessons learned.

84. WSB undertakes regular monitoring of all its performances and workshops and is involved in pre-production research which can be used as base-line data. Pre and post performance monitoring is usually undertaken by actors with the results analysed and consolidated by the researcher and shared with other programme managers at weekly meetings. Increased IT capacity has resulted in more efficient analysis and availability of consolidated research data. Data mapping using GPS provides the cumulative impact of the Vanua-tai resource monitors by showing increases over time in the number of locations where community resource monitoring occurs and the impact on resource monitoring on numbers of turtle nests, hatched eggs and nesting sea birds. Data bases, including base-line data, are being used for monitoring the youth centre, the reproductive health clinics, the peer educators, and the subject matter and numbers

of DVDs and publications produced, requested and distributed. They will be used to monitor and evaluate this project.

85. WSB uses indicators in the form of performance questions at the objective and outcome levels as the basis for both monitoring and evaluation. This is in line with contemporary approaches which give greater attention to assessing and analysing the impact achieved (either planned or unintended) rather than the specifics of outputs. The indicative activities are listed in the project description and their broad achievement indicated in the monitoring and evaluation framework. WSB will seek regular information about whether results are evident and which factors may be contributing. WSB recognizes the importance of continuous learning about what works well and the circumstances in which success is most likely. They recognise that there is no “right” way to achieve any particular development outcome and that what works in one setting may not work in another.

86. Questions will be asked in a variety of ways and at various times to generate information from stakeholders to assist in understanding the changes associated with WSB activities. WSB practices will reflect international experiences of change processes which clearly show that meaningful, verifiable and sustainable high level outcomes are only likely to be found in the long-term (e.g. a minimum of around ten years but more likely around 25 years).

87. WSB will use appropriate tools to collect and analyse information for different programs and at different levels. Where feasible data will be disaggregated by location, subject matter and gender and where feasible, age. The key tools are:

- participatory impact assessment – using “most significant change” methodology where appropriate;
- focus group discussion;
- GPS resource monitoring and mapping;
- feedback from live performances, radio and TV audiences (pre and post performance);
- knowledge, attitude and practice (KAP) studies;
- trends in clinic supply orders and clinic client registers showing new and repeat clients and how clients found out about the clinics;
- analysis of findings from weekly youth meetings;
- tracer studies of those involved in youth centre activities;
- development of data bases covering clinic and youth centre membership, activities and outcomes; and
- independent or joint commissioned impact assessment research.

88. The performance questions, methods and tools outlined in the Monitoring and Evaluation Matrix in Attachment 6 should be reviewed annually as part of WSB’s annual planning and review process and revised where necessary to accommodate possible changes.

89. The six-monthly PCC meetings will provide regular formal opportunities for reflection on progress, discussion of challenges and opportunities, and consideration of findings from the various M&E processes.

### **Cross cutting policy issues**

90. The GoV, AusAID and NZAID cross cutting policy issues are incorporated within WSB’s internal management as well as providing an important foundation for their activities and relationship with government, non government and donor partners.

91. *Human rights:* Human rights issues are at the core of WSB’s business and management and are clearly set out in their vision and activities. WSB responds to

inequalities between men and women and between those living in urban, peri-urban and rural areas as well as those between adults and young men and women. The youth centre, the youth health sexual and reproductive health clinics, the environment program in communities and schools, the governance program across the country and the educational material WSB produces all seek to address inequality and basic human rights.

92. *Disability:* Within their human rights approaches WSB maintains a strong focus on empowerment and equality for those with disabilities. WSB leads by example and a disabled actor is one of their long-term staff. Nineteen years before there was international recognition of disability as a development and human rights issue, WSB had already incorporated it into their everyday activities. In 1990 they produced the drama '*Things we don't talk about*' – a play that stresses the abilities of people with disability. A DVD of this drama has been widely distributed.<sup>39</sup> It is not a coincidence that Vanuatu was the first (and to date, only) Pacific Island country to have signed the Convention on the Rights of Persons with Disabilities.

93. *Gender issues:* WSB demonstrates gender equality in its staffing and through its productions, workshops and activities, where both women and men play leading roles. Three of the five programme managers are women and equal numbers of female and male peer educators in health are appointed. In 2008, plays and workshops on the Domestic Violence and Family Protection Bill were attended by slightly more men than women and both men and women are involved in the Tassiriki eco-tourism project. Their film '*Vote long parti ia*' encouraged women to stand for parliament and for women to resist being told who they had to vote for.

94. *Child protection:* Child protection is an issue which needs considerable attention in Vanuatu where child abuse occurs but is not considered an issue of importance. The Convention on the Rights of the Child has provided the theme for several WSB dramas and it is discussed in staff meetings. Violence against children at home, at school and in the community is addressed in WSB live, radio and television drama. It attracts very considerable discussion among parents, church, political and religious leaders. WSB have established a list of all staff who in any way work with children and in staff meetings have clarified staff roles and behaviour when working with children. Currently WSB does not have a child protection policy. This needs to be developed and included within their Human Resources Manual. It should be undertaken as soon as possible.

95. *Environment:* The WSB environmental concerns include programmes in local schools and communities involving environmental monitoring, river planting and rubbish collection in communities; the expansion of the Vanua-tai resource monitors network across the country (now around 400 volunteer monitors involved) and ongoing support for the Tassiriki eco-tourism project. The environment programme contributes to the SPREP turtle monitoring database (over 200 additional sites were logged in 2008 through a mapping exercise) and supports Department of Fisheries coastal project activities.

96. *Conflict prevention and peace building:* The participatory and inclusive techniques WSB uses in its workshops and presentations model ways of raising and discussing controversial topics without conflict. The techniques allow the voices of men and women, young and old, chiefs, pastors and other community members to be heard. Radio and DVDs now provide more democratic access to information especially for rural and isolated communities with higher than usual rates of illiteracy and where

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<sup>39</sup> The DVD was shown at an ANU international conference on Disability and Development, Canberra, October 29-30.

there is no access to sources of written information. It is WSB policy to deal immediately with any suggestion of conflict.

97. *HIV/AIDS*: In 2008, WSB completed filming the second series of *Love Patrol*, a television “soap” that provides information and seeks to raise awareness about HIV/AIDS amongst other human rights themes. The health clinics promote awareness and prevention of HIV/AIDS. Many of its productions, including a full length film, the 400 episode radio soap *Famili Blong Sara*, live community performances by Helt Force and Haulua drama groups incorporate information about HIV/AIDS. WSB addresses the issue sensitively but directly without causing embarrassment.

98. *Civil society and capacity building*: WSB work is related to improving civil society and to building capacity both within its own organization, and in its work with the community, young men and women, chiefs, leaders and school teachers.

### **Critical risks and risk management strategies**

99. The key risks facing WSB’s future ability to provide professional, popular and effective theatre and media productions and community-based services are excessive demands for additional national and regional programmes and the need to expand the organisation to meet these demands. A careful trade-off is necessary between what is economically feasible, what can be managed effectively, and the need to develop new plays and new materials to maintain the creative interest and enthusiasm of the staff. WSB will meet this risk by consolidating and strengthening existing activities, improving the technical and creative capacity of its staff, and by increasing management support so senior managers can operate more effectively.

100. The lack of skilled or professional people available to provide training in the youth programme restricts the number of accredited activities WSB can offer. This will be met where possible by professional volunteers but will require a constant search for those with appropriate skills and the ability to train others.

101. Lack of skilled personnel to provide on-the-job professional media training for staff is also difficult as the salaries WSB can offer are not attractive to local or international professionals. The organisation’s reliance on volunteers for affordable professional support is a risk if volunteer services are hard to access. This will require WSB to source volunteers from a number of different organisations. Given the time it can take to locate and place relevant volunteers this needs to be an ongoing search with assistance, where feasible, from donors.

102. Changing development priorities of donors and the Government of Vanuatu could have negative implications for WSB if the new priorities do not reflect community needs or accord with WSB vision, mission or guiding principles. It is unlikely in this event that the actors or other creative staff would wish to be involved. The vibrancy and energy of WSB in part stems from their being able to address issues that they and their communities consider important.

103. Loss of key creative personnel is a risk to the maintenance of the organisation in its current form, but not to its sustainability. There is a large reservoir of ni-Vanuatu expertise in acting, production and management. There is capacity to continue with development theatre and productions, with an amended organisational structure and by hiring in short term professional creative staff. The organisation’s purchase of land next to their rented premises provides the opportunity for long-term sustainability of the youth centre and nutrition centre (see 109 below).

104. An incipient risk is the Government of Vanuatu’s recent decision that donor grant funds be held in its Development Account. This has led to significant delays in the disbursement of WSB and other NGO funds. For WSB, with a large payroll and where

AusAID and NZAID provide a large proportion of the core funding, this could have serious implications including project agreements not being met on time. NZAID has registered its concerns with Government over both the policy change and the delays and while waiting a response is disbursing funds directly to WSB. Until a resolution is reached both donors will continue to fund WSB direct.

105. A possible risk when so many acting staff work with children is for a child attending WSB or a WSB performance to be abused by a staff member. This would lead to loss of respect, funding and clients. The risk can be mitigated by carrying out background checks on local staff when they are being recruited (this is already done for international volunteers) and always having more than one staff member present when working with children. A documented complaints procedure will be established and a child protection policy put in place with assistance from AusAID.

106. The global recession may lead to some donors, in particular international NGOs, not being able to maintain current levels of support. WSB is also exposed to fluctuations in the exchange rate between the vatu and the Australian dollar and resulting reductions in Australian-based funding.

107. WSB's ability to provide efficient and effective monitoring and evaluation could be a risk given the large number and diversity of activities. NZAID's willingness to provide assistance with research will help mitigate this risk.

108. The risks and mitigating factors are listed in the risk management matrix in Attachment 7.

109. **Succession and Sustainability:** WSB has given considerable thought to succession and sustainability of the organisation and its activities and has worked to improve management, human resources, IT and reporting systems within each programme. The high level of ni-Vanuatu technical, managerial and creative skills will ensure the continuity of the organisation though some changes in focus would be needed should current management no longer be available. WSB is aware that as a theatre company and youth organisation, like similar organisations in New Zealand, Australia and Europe, will never be self-funding. It caters to the very poor who are those least able to pay the real cost of WSB services. Vanuatu does not attract private benefactors and the GoV relies on WSB to provide services that it cannot afford to fund.

110. Currently the theatre, Wan Smolbag Haus, the studios, recording suites, offices, Kam Pusum Hed clinic and rehearsal space are in rented premises. To ensure the sustainability of their community and youth services WSB has purchased land behind and beside the rented premises. The youth centre, nutrition centre and sports ground are located on their own land. WSB is anxious to secure the long-term sustainability of the theatre, clinic and recording and editing suites and has approached a PNG-based architect to cost the construction of appropriate buildings on the purchased land. WSB's Constitution is currently being revised to incorporate the purchased land and buildings as a trust. AusAID and NZAID have agreed to jointly fund the cost of a feasibility study into the building of a theatre on WSB land.

111. The rationale for the construction together with construction quotes are included in the WSB Discussion Paper, March 2009.



# ATTACHMENTS

## ATTACHMENT 1: Terms of reference for design

### 1. Background

Wan Smolbag Theatre currently receives core funding from AusAID and NZAID through the Wan Smolbag Community Partnership Agreement (2007-2012) and the Wan Smolbag Vanuatu Governance Programme/Education Programme in Vanuatu, Solomon Islands and Fiji Funding Agreement (2006-2012) respectively.

Under these funding arrangements, both AusAID and NZAID require a mid-term review of their programs to determine their engagement beyond June 2009. As all parties in this core funding arrangement have sought to harmonise their processes as much as possible it has been agreed that this mid-term review be undertaken jointly by both donors.

Wan Smolbag Theatre has been reviewed many times in the last ten years by a variety of organisations and donors. A list of previous reviews is attached as Annex 2.

#### AusAID Partnership

The Wan Smolbag Community Partnership Agreement (2007-2012) aims 'To improve the quality of life for youth-at-risk in Port Vila and Luganville'. Its expected outputs are to:

1. continue Wan Smolbag Theatre's wide ranging program of advocacy, awareness and service delivery across Vanuatu;
2. increase access to training, employment opportunities and recreational facilities for youth in Port Vila, particularly those considered to be "youth-at-risk" in peri-urban areas; and
3. develop an understanding of sexual and reproductive health issues and continue to have access to age-appropriate reproductive health services.

The current funding arrangement is the second phase of a two year pilot Local Community Partnership Agreement (February 2005–February 2007) and is being implemented following the recommendations of the AusAID mid-term review (of the pilot phase) carried out in August 2006.

#### NZAID Partnership

The Wan Smolbag Vanuatu Governance Programme/Education Programme in Vanuatu, Solomon Islands and Fiji Funding Agreement (2006-2012) covers both bilateral programme funding and regional education funding.

The Bilateral Governance Programme aims to:

1. develop chiefs' understanding of certain rights enshrined in the constitution;
2. increase awareness of governance issues at village level;
3. advocate for the interest and concerns of youth in urban centres through drama and recreational services;
4. promote village based participatory conservation practices; and
5. raise awareness of the importance of women's role in society through communications work across all media.

Preceding this Bilateral Governance Programme, Wan Smolbag Theatre implemented an NZAID funded 'Good Governance, Education and Training Project Funding Arrangement 2003 – 07 Project' which itself was preceded by the 'Development Theatre for the education and capacity building of Ni-Vanuatu and Pacific Island Country educators in Human Rights, Good Governance and Democracy Issues Project 2000 – 03' funded by the European Commission. A mid-term review of the latter project carried out in December 2001 reported very positive outcomes which then supported Wan Smolbag to complete the Project and continue governance related work to date.

The Regional Education Programme aims 'To make the use of student centred learning techniques an integral part of the education system in Vanuatu, Solomon Islands and Fiji. Its expected outputs include:

1. strengthening the long term capacity of Wan Smolbag as a materials producer by training a local counterpart in graphic design;
2. continuing to make Wan Smolbag materials both past and present available to teachers and NGOs across the region;
3. continuing ongoing support and training for teachers in the use of Student-centred materials in the classroom in Fiji, Solomon Islands and Vanuatu; and
4. advocating for a more interactive approach to teaching through production of materials by the programme.
5. continuing to make WSB available to the region as a producer of innovative materials.
6. research ongoing impact in the second phase of the project
7. provide an exit strategy after five years, while making sure teachers continue to benefit from the project.

The current Regional Education Programme builds on a previous three-year NZAID funded 'Student-Centred Learning Programme in Vanuatu, Fiji and the Solomon Islands' project which concluded in 2005–06. A review of this project in April 2007 noted its significant outcomes and recommended a continuation of NZAID support for Wan Smolbag both in its core funding and its regional education programme. It was decided, in consultation with WSB, to include the regional programme in this current mid-term review.

### Tri-Partite Partnership Focus

The current Tri Partite Partnership arrangement with its primary focus on Youth, Governance and Participatory Learning draws on goals common to all three partners. Through its Mission Statement and Five Year Strategic Plan 2007 – 2012 objectives, Wan Smolbag Theatre has committed to improving community life through creating awareness of and promoting community action, which addresses priority and emerging development issues. Great importance is placed on engaging with youth, particularly those considered to be 'at-risk', women, and leaders who have an influence in community affairs. Wan Smolbag recognizes the importance of participatory methods for effective and community-based development and utilizes this approach in its programs as well as in its internal management systems. Fundamental to Wan Smolbag Theatre's objectives are maintaining its status as a well managed and effective civil society organisation and ensuring that its programs and activities are of a high standard.

Australia's Pacific Regional Aid Strategy 2004-2009 and New Zealand's Pacific Strategy 2007-2015 both identify poverty reduction and strengthening governance as fundamental underpinning factors of development. Both strategies discuss the many development challenges faced by the region and outline the importance of nation building, service delivery and the importance of a vibrant civil society in promoting participation of people and communities in decision-making. These themes are also outlined in the Australia/Vanuatu Joint Development Co-operation Strategy (2005–2010) and the NZAID/Vanuatu Development Programme Strategy (2006 – 2010) where both strategies identify improving governance and service delivery as key objectives. Supporting demand-led governance, and partnerships between NGOs and Government are critical issues highlighted by both AusAID and NZAID and from this, both funding partners seek to engage strategically with civil society organisations in Vanuatu.

## **2. Objectives of the assignment**

- The objective of the assignment is to produce a 5 year joint Project/Activity Design Document that harmonizes both NZAID and AusAID support to WSB. The Project/Activity Design Document to maximize WSB performance against the 10 objectives in the Strategic Plan of WSB.
- Identify and cost out program of activities for 60 months.

## **3. Scope of the assignment**

In undertaking the assignment, the Designer will ensure that the Project/Activity Design Document meets quality principles and documentary standards including:

- Global, country and sector strategies and policies
- Gender
- Child protection
- Environment
- Governance and Anti-corruption
- Civil Society
- Capacity building
- Health and HIV
- Human rights

Using this framework, the designer will facilitate the design of a 5 years partnership between WSB, AusAID and NZAID. The designer will:

- Conduct preliminary consultations with the local consultant and preparation for a design workshop at WSB for 2 days (7-8 April). Facilitation of the design workshop.
- Participate in the consultations with the Reviewer from (31 March to 2 April) and participate in the Aide Memoire on Monday 6 April.
- Preparation of draft design document to be circulated to all partners.

## **4. Methodology**

The assignment is expected to be completed within 3 weeks of commencement.

### Pre Mission (3 days)

Preparation Review all relevant documentation prior to commencement of the in-country mission;

### Mission (14 days)

The Design Team is required to travel to Vanuatu for a period of 13 days to:

- Meet with the Reviewer and local consultant to undertake in-country consultations with key stakeholders, including key personnel at WSB, officials of the Department of Youth and Sports and the Department of Strategic Policy Planning, and Aid Coordination, and other relevant institutions such as the Ministries of Education, Internal Affairs and Justice and Social Welfare
- Participate in the Aide Memoire on Friday 3 April, 2009.
- Facilitate a design workshop with WSB on 6 and 7 April.
- Provide exist brief on the draft outline of the design to AusAID, NZAID and WSB on Thursday 9 April.

### Post Mission (5 days)

- Produce a Draft Project/Activity Design Document for circulation to partners; and
- Preparation of a final design document, by 17 April 2009, or earlier. Subsequent participation in the possible AusAID peer review of the final design, and up to one day to undertake final amendments to the design.

## 5. Team Composition

The Assignment Team will comprise of:

- a) One international consultant with program design skills
- b) One international consultant with strong monitoring and evaluation skills,
- c) One local consultant (with an understanding of the youth sector in Vanuatu)
- d) A representative from the Government of Vanuatu (potentially from the Department of Youth and Sports or the Department of Strategic Policy Planning, and Aid Coordination) to be involved in selected meetings
- e) Other members of the team will consist of desk officers from AusAID and NZAID.

Team Member	Preparation	Field Mission	Report	Total
International consultant	3	14*	5	22
Local consultant	3	13	3	19

\*includes travel time

## 6. Reporting Requirements

The Team will produce the following outcomes:

1. Stakeholder De-brief: The mission is required to conduct a de-brief with WSB on Thursday 9<sup>th</sup> April before the de-brief with AusAID and NZAID.
2. An aide-memoir (of no more than five (5) pages) that captures the draft outline for the design will be presented to WSB, AusAID/NZAID prior to the completion of the in-country mission.
3. A draft design document (of no more than 30 pages plus annexes) for a 5-year programme of support to WSB (including an indicative budget) to be submitted to AusAID/NZAID by 20 April, 2009. The design document to be clear, concise, of a high quality and meet the objectives and scope set out above; and
4. A final design document, incorporating stakeholder comments, to be submitted to AusAID/NZAID five (5) days after comments have been provided.
5. These documents should be sent electronically, compatible with Microsoft Office 2000 (the format of the report should be in accordance with AusAID Rules and Tools Design Team kit format found in AusGuide. The format could be found on <http://www.ausaid.gov.au/ausguide/default.cfm>). The draft design will be marked as draft and will have the revision date on the cover. Hardcopy report will be made available to AusAID/NZAID upon request. AusAID/NZAID will have ownership of all reports.

## 7. Background documentation

In preparation for the review, the team will review the following documents:

1. The DAC Principles for the Evaluation of Development Assistance, OECD (1991) available at: [www.oecd.org](http://www.oecd.org)
2. WSB Strategic Plan 2006-2009
3. Wan Smolbag Community Partnership (2007-2012) Agreement
4. WSB six monthly progress reports,
5. Priorities and Action Agenda 2006-2015, Government of Vanuatu (June 2006)
6. Vanuatu Government – National Youth and Sports Strategy???
7. Australian –Vanuatu Joint Development Cooperation Strategy 2005-2010 (March 2005) & Joint Mid-term Review (March 2008)
8. NZAID –Vanuatu Development Programme Strategy 2006-2010
9. NZAID Wan Smolbag Vanuatu Governance Programme/Education Programme in Vanuatu, Solomon Islands and Fiji Funding Agreement (2006-2012)
10. Different financing models to be presented by Wan Smol Bag
11. Vanuatu Employment Act
12. Review of WSB Student Centred Learning Regional Review, 2007
13. Review of NZAID regional programme files

These documents will be provided to the team electronically before commencement of the in-country mission.

## ATTACHMENT 2: Mid-term Review Conclusions and Recommendations

This review echoes the findings of earlier reviews. That is, it finds WSB to be a competent and professional organisation which delivers services and programs that are highly relevant and well received by the community.

Its major strengths are its understanding of and commitment to the community in which it operates; its commitment to reducing inequality and increasing understanding of governance and social issues; and its promotion of environmental awareness and sustainability. It is a modest organisation with an ability to listen and respond to community concerns. Its willingness to see potential in young men and women from disadvantaged backgrounds has enabled it to engage with the community in refreshing and innovative ways. Many young men and women got their first opportunity to participate in society through WSB and many have gone on to further employment, both within WSB and in other organisations and businesses as a result of that opportunity.

The services WSB offers complement those provided by government and reach people that the government cannot. It contributes to national boards, committees and organisations and has strong regional networks. Its regional activities bring kudos to Vanuatu as a whole.

NZAID and AusAID's multi-year core funding arrangements has enabled WSB to have some certainty in planning ahead. The two donors have funded different aspects of WSB's work with a high level of complementarity. The regional program has sat outside these arrangements but sits well within the core program in that it extends the impact of WSB's core theatre and publications programs. The various funding arrangements have not been without their problems, with each having a different payment arrangement and reporting requirements. The payment arrangements should be simplified under the proposed arrangements with a single payment and single report. Earlier efforts to streamline reporting were not particularly successful, with each donor supporting the concept of a single report but regularly asking for additional reports in different formats to suit their own requirements.

After 20 years of growth, WSB has reached the stage where it needs to consolidate, particularly in areas like the Youth Centre, which has experienced significant growth in recent years. WSB needs to maintain the quality of its services, but it also needs to be clear about its future direction, for example, deciding how much it wants to engage with the formal training system and what its priority areas are. WSB is never going to be able to meet all the youth needs it identifies and it may have to make some difficult decisions in the future.

Much will depend on the extent to which WSB is able to attract and retain quality staff, including volunteers. People are the core of WSB's business as both staff and "clients", and while individual talents cannot be easily replaced, WSB needs to keep developing its systems and structures to minimise dependence on particular individuals.

The review and design team agreed that while NZAID and AusAID support to WSB has been effective, the decision to harmonise their funding, reporting and monitoring activity will bring benefits to all parties. It will be more efficient, reporting requirements will be simplified with the introduction of joint acquittals, budget and activity plans. This will ease the management burden for WSB and facilitate a cooperative and flexible approach to its work.

The review of the regional program found that WSB had made creditable progress towards meeting output targets and has been particularly successful in engaging with a large number of NGO and community people as well as teachers. It has, however, faced a number of obstacles in engaging with formal institutions in each of the three countries. This is due in part to the need to have a person in country with good access to those institutions and enough credibility to make a difference; in part to organisational disarray and changes in educational systems and in part to factors totally outside WSB's control.

The review makes ten recommendations in relation to the proposed Tripartite Partnership Program and four in relation to the regional program. The recommendations are that:

- 1. AusAID and NZAID provide continued and increased financial support in a tripartite partnership through a five year joint funding arrangement.**

The review recommends a minimum overall budgetary increase of 13% in the first year, and a further annual increase of 2.5% in subsequent years to cover fluctuations in exchange rates, the

impact of continued growth, and increases in the cost of utilities and transport. Ideally, funding should be in vatu to limit the effects of currency fluctuations.

The review recommends that there will be one overall fund and single planning and reporting mechanisms. It recommends that these consist of an annual action plan, report and financial acquittal with a brief report for the six-monthly PCC meeting. PCC meetings should be held at WSB, or if that is not practicable, at AusAID or NZAID.

- 2. AusAID and NZAID consider providing between them additional funding (over and above the 13%) to strengthen WSB's management structure.**

This payment would be contingent on WSB preparing and implementing a revised management structure, including provision for a new Administrative Director and Programs Director. The new structure should set out clear lines of responsibility and communication and be supported by job descriptions for the new Directors and the new administrator.

- 3. The next review of WSB take place half way through the next funding period (i.e. after two and a half years) but preferably after three years, unless a major issue arises before then.**

WSB has been the subject of at least eight reviews of various aspects of its work since 2001 - one review a year. All reviews have been positive and all agree that WSB is a professional, competent, respected organisation that carries out its work effectively and efficiently, with impact right across the Pacific region. WSB would prefer to be reviewed less often, however this must obviously be weighed up against donor responsibilities to taxpayers and donor desire to evaluate the effectiveness of their support regularly.

- 4. Over the next five years, WSB focuses on consolidation and upgrading the quality of work and the capability of staff within the organisation.**

The implication of this recommendation is that WSB will not engage in any new activities over this period and will seek to manage demands on it from external agencies.

- 5. WSB prepares and implements a strategic plan for the youth centre within the first six months of the new agreement being signed and implement it.**

The plan should set out the overall vision, guiding principles and objectives for the youth centre for the next five years. The plan will help guide decisions about training, use of the sports facilities and the role of dance, drama and music and other activities. The review team does not believe that any of the current activities need to be dropped – the health centres, nutrition centre, sports activities and formal and non-formal activities are all valuable. Through its review processes WSB simply needs to find any cost and time benefits that it can and be clear about the outcomes it wants to achieve within those units.

- 6. WSB develops an annual research plan with clear objectives and research topics/questions so that research activity is managed alongside the new program design.**
- 7. WSB has access through donors to technical advice and support in research design and in analysis and reporting.**

These two recommendations aim to support the research and monitoring program within WSB. Guidance in report writing could increase the usefulness of reports and reduce reporting pressures and sharpness of reports. WSB could also explore innovative ways of carrying out research and reporting on the findings.

- 8. Donors strongly support WSB's applications for fully-funded technical volunteers and for short-term technical assistance.**

WSB needs volunteers to provide training and quality services. Active support from donors could help attract volunteers or encourage organisations that support volunteers to be more active in seeking candidates. Donors may also be aware of sources of funding for short term technical assistance to which it could refer WSB.

- 9. Changes to severance pay legislation are accommodated under a separate funding arrangement should these occur.**

### ATTACHMENT 3: WSB Representation on External Local and Regional bodies

Name	Representation
Siula Bulu	Chairperson, Vanuatu National AIDS Committee Member, Vanuatu Country Coordinating Mechanism for the Global Fund Vanuatu NGO Member for Pacific Island Regional Multi-country Coordinating Mechanism for the Global Fund Member of the Regional Strategy for HIV/AIDS Reference Group
Charleon Falu	Chairman of the Board, VANGO Member, Parole Board, Correctional Services
Michael Taurakoto	Member, Land Summit Steering Committee Member, Advocacy Coalition on Economics Member, Malvatumauri Kastom Reference Group Member, VANWODS Board of Trustees Member, Shefa Futsal League Disciplinary Board
Laurent Lulu	Member, VANGO Good Governance Coalition Member, Vanuatu Mental Health Committee
George Petro	Treasurer, WSB/Shefa Futsal Lead Executive Committee Adviser, Integrated Water Resource Management Project
Helen Corringan	Member, GEF Small Grants Programme National Steering Committee
Leina Simon	Chairperson, National Peer Educators Committee Member, Vanuatu Youth Interagency Committee Member, Fest'Napuan Committee

## **ATTACHMENT 4: Indicative Work Plan January – December 2010**

### **Area 1. Media production support**

Maintain the high quality and reach of theatre, film and radio productions and supporting publications on contemporary development issues.

#### **Activities:**

1. The new major play (40 Dei) performed in Port Vila and seen by at least 2000 people including performances for 2 schools and teachers with teachers trained in how to use the users' guide;
2. The new major play toured to Luganville and seen by at least 1000 people, performed to 1 school and teachers and teachers trained on how to use the users' guide.
3. Ten programs of Tok Save long Loa produced and aired
4. Three radio drama series (36 episodes) and 20 radio spots on a variety of relevant and ongoing social issues aired;
5. Youth Centre promotion undertaken – one TV spot, four radio spots and distribution of flyers
6. One new film on improving education, special screenings reaching at least 3,000 people
7. Production/reproduction of DVD's and CD's sent to at least 20 schools;
8. Distribution of at least 10,000 publications (books, comics, CD's, DVD's, posters) to Pacific Island countries, and includes at least 20 schools;
9. Training provided to Haulua Theatre group based on Pentecost or Wuhuran Theatre group based on Ambrym by WSB actors with a new play on a social issue of relevance performed to at least 10 communities.

### **Area 2. Youth centre services**

Young men and women from peri-urban settlements who are considered to be at risk, engaged in quality youth centre services which provide them with the skills to participate in the social and economic development of their communities.

#### **Activities:**

1. Port Vila Youth Centre offering at least 10 activities and classes, including nutrition, computing and sewing, and at least 3 sporting activities with at least 1,000 members utilising one or more activity;
2. Port Vila Youth Centre to liaise with youth agencies, Department of Labour and ILO to assist with a pathway to work and other opportunities for youth members
3. Offer sports related courses accredited through VASANOC
4. Port Vila Youth Centre will offer a competitive league recognized by a national sporting body in at least one discipline for youth members and surrounding communities;
5. At least two nearby schools participate each month in sports and nutrition activities;
6. Run at least 6 workshops for an audience of at least 300 to raise awareness and profile of youth centre
7. Provide at least 1000 members with access to sports facilities and 250 with coaching and refereeing in one of the five sports clubs available
8. Port Vila and Luganville will register relevant courses with the Vanuatu National Training Council
9. Youth Centre Strategic Plan developed, reviewed and implemented.
10. Youth Centres in Vila and Luganville participating in the Vanuatu Youth Inter-Agency Committee and other youth programmes to share information and run joint workshop sessions with youth members;
11. Youth Centres in Port Vila and Luganville establish their own committees that include leaders from target communities, youth and other relevant

representatives to meet at least once in the first year. The committees assist with the direction and promotion of the youth centres.

12. Northern Care Youth Centre offer at least 2 activities and classes and one sporting activity to 400 members;
13. Haulua Youth Centre offer at least 6 workshops that are to include agriculture and reproductive health to 200 members.

### **Area 3. Good Governance, Conservation and Community Action**

Good governance, conservation and emerging controversial issues discussed, advocated for and supported.

#### **Activities:**

1. One 2 day workshop on governance issues for 15 chiefs in urban areas;
2. One 3 day workshop on governance issues for 20 chiefs in one Island Council of Chiefs;
3. Four island tours to at least 20 communities with play on governance issues (two targeted islands visited twice in the year);
4. Four workshops at end of each island tour for chiefs, women and youth representatives on the issues highlighted in the plays;
5. One half day presentation to representatives of 22 island Councils attending the annual Malvatumauri National Council of Chiefs meeting.
6. Two tours to remote locations for film screenings and post show discussions/workshop;
7. Two local politicians workshops on governance issues for 10 politicians;
8. One Island-based Governance committee meeting/workshop held;
9. One training session on governance issues for the six members of each of the two island drama groups
10. 10 performances in urban communities with a play on governance issues with a total audience of at least 500
11. At least 15 teachers in Luganville and Vila attend workshops on governance issues in new major play and training in how to use the users guide;
12. At least 10 screenings in settlement areas of WSB films with post screen discussion with an audience of at least 800 in total;
13. At least 6 Governance workshops with at least 100 youth from youth centre;
14. At least 4 discussion forums involving keynote speakers on important social and governance issues for youth from youth centre with at least 40 youth members attending;
15. Two Vanua-Tai workshop for 100 turtle monitors– one in the north of the country and one in the south;
16. Three outer island workshops for Vanua-Tai monitors;
17. Two tours to new outer island villages to promote them joining the Vanua-Tai monitor network;
18. Four beach surveys of turtle nesting sites and training follow up;
19. Waste management work with primary schools in Port Vila including ongoing work with the established schools Environment Committees;
20. Waste management work with primary schools on Ambrym, Luganville and around Efate supported by live drama, comics and other publications;
21. Continued assistance to Blacksands river communities with waste management issues and river clean-up.

### **Area 4. Reproductive and Sexual Health**

Improve and extend urban and rural access to age-appropriate and confidential sexual and reproductive health services for women, men and young men and women.

**Note:** The activities listed here that cover Kam Pusem Hed are funded by Oxfam. They are included here to provide an overall understanding of the range of reproductive and sexual health activities that WSB is engaged in. This project covers only those activities that involve the Luganville clinic and staff and are marked with an asterisk.



**Activities:**

1. Kam Pusem Hed (KPH) clinic in Port Vila open 5 days a week offering a range of reproductive health services and counselling;
2. Kam Pusem Hed (KPH) clinic in Port Vila provides HIV/AIDS voluntary confidential counselling and testing services;
3. KPH nurses will carry out monthly mobile reproductive health clinics to one of 4 selected peri-urban communities;
4. KPH-based peer educators to run daily education programmes in targeted communities in Vila and around Efate including work with vulnerable groups e.g. sex workers, men who have sex with men and seafarers;
5. KPH-based peer educators conduct fortnightly workshops with female sex workers in Port Vila
6. \*Northern Care Youth Clinic (NCYC) in Luganville, Santo, clinic open 5 days a week offering reproductive health services and counselling including HIV/AIDS voluntary confidential counselling and testing;
7. \*NCYC-based peer educators visit eight vulnerable Luganville communities a week, including seafarers to provide information and condoms;
8. 10 annual refresher trips for one nurse to or from Vila;
9. \*KPH and NYCY nuses and peer educations un at least 20 weorkshops with school classess 6/8 on changes to the body at puberty
10. \*KPH and NYCY nuses and peer educators run at leasr 10 workshops with school classes 10/12 on reproductive health issues including information about STIs and HIV;
11. \*NCYC nurses will carry out one outreach workshops per month to at least 20 clients in urban and peri-urban communities in Luganville;
12. \*KPH and NCYC nurses share monthly visits to Haulua Youth Centre in Pentecost to run reproductive health clinics;
13. Haulua Youth Centre, Pentecost, peer educators run weekly education programmes in targeted communities;

**Area 5. Effective Management**

Provide effective management that maximizes the benefits of tripartite planning and reporting, engages in on-going research and shares lessons learned with interested government departments, civil societies, donors and other development organizations.

**Activities:**

1. Maintain a high-quality of financial record keeping system including annual external audit carried out on project funds with cross referencing to the Wan Smolbag Theatre core account;
2. Short bi-annual narrative and financial reports prepared and distributed;
3. Six monthly PCC meetings and the Annual General Meeting organised and managed. Minutes and annual financial summary provided to Vanuatu Financial Services Commission;
4. New management structure put in place, job descriptions and management plan development, new senior management staff appointed.
5. WSB networked IT system maintained and updated with regular file back-ups carried out; further develop the staff intranet site to allow the sharing of files, data, and notices;
6. Maintain and update the WSB website [www.wansmolbag.org](http://www.wansmolbag.org) making selected publications and reports available for download;
7. Maintain databases for youth centres, KPH clinic, NCYC, publications and peer educators for monitoring and evaluation purposes;
8. Conduct participatory pre and post production research to develop new plays, radio dramas, films and publications – 10 rural visits and 50 peri-urban visits;
9. Carry out on-going participatory research and analyse data collected from all programme areas of WSB for the purposes of monitoring and evaluation including audience research on Love Patrol 2;

10. An annual research plan and increased capacity in research planning, monitoring and evaluation and establishment of baseline data, with support from NZAID;
11. A strategic plan for the Youth Centre developed;
12. A Child Protection Policy developed and made known to all staff;
13. WSB staff continue to participate in external committees, boards and integrated projects to assist with networking and to strengthen relationships with local stakeholders and government; and
14. Development of TOR for feasibility study into new theatre building.

## **ATTACHMENT 5: Partnership Coordinating Committee Guidelines**

DRAFT Guidelines for the WSB-AusAID-NZAID Partnership Coordinating Committee (hereafter referred to as the PCC)

**1. Purpose of Guidelines:** The purpose of these guidelines is to define the role of the PCC. The PCC is made up of Wan Smolbag Theatre's main funding and operational partners and its primary purpose is to review Wan Smolbag's performance and approve its future workplans.

**2. Background of WSB:** Wan Smolbag Theatre has been operating in Vanuatu and the Pacific since 1989. It is a Vanuatu non-government organisation (NGO) registered with the Registrar General in Vanuatu. Wan Smolbag Theatre uses theatre, film, radio drama and participatory drama workshops for education and development in both Vanuatu and in other Pacific Island countries. Wan Smolbag Theatre has grown to become the leading community development theatre group in the Pacific with professional capacity in all audio visual media including community theatre. In addition, Wan Smolbag has become a vital service provider for Port Vila, Luganville and North Pentecost in the areas of reproductive health and youth leisure and training activities. Currently, Wan Smolbag Theatre is core funded by AusAID and NZAID. Other significant contributors include Oxfam New Zealand, Oxfam Australia, International Women's Development Agency (IWDA), the Secretariat of the Pacific Community (SPC), and the Global Fund. A number of other agencies contribute further support to Wan Smolbag's work on an ad hoc basis.

**3. Role of PCC:** The PCC is made up of key individuals from Wan Smolbag Theatre's major partner organisations.

1. The PCC will be expected to review the work of Wan Smolbag Theatre, and review and approve a workplan for the subsequent six months of work together with a budget request. It may also provide advice and guidance for future work;
2. The PCC will be provided with a biannual report of Wan Smolbag's work and expenditure over the previous six months, and a proposed budget and workplan for the subsequent six months at least a week prior to the PCC meeting;
3. Should any member of the PCC have valid concerns about the 6-monthly budget to be tabled and intends to withhold approval. Such concerns must be raised prior to a PCC meeting to allow Wan Smolbag to prepare a response addressing these concerns. AusAID and NZAID will reserve the right to decide if this process should hold up the dispensation of all funds;

### **4. Responsibilities of PCC Members:**

1. The PCC members, or their designated representative, will be expected to attend at least 2 (two) meeting annually around July and December
2. PCC members, or their designated representative, must read the report of the activities for the previous six months in advance and come prepared for meetings;
3. The PCC is required to review and approve the biannual report of Wan Smolbag's work and expenditure over the previous six months;
4. Members of the PCC, or their designated representative, are expected to attend each meeting. If a member is unable to attend meetings they should try, where possible, to send a colleague in their place. If a member misses three meetings consecutively without reasons then s/he will be requested to stand down from the PCC and a new member will be decided upon by Wan Smolbag. A new member will nominated for the rest of the PCC members to approve;

5. PCC members, or their designated representative, are requested to give an alternative day in the same week for the meeting if they cannot attend on the given day;

#### **5. Operation of PCC:**

1. PCC meetings will be chaired by a member of Wan Smolbag Theatre.
2. A quorum of members will be needed for each PCC meeting. A quorum will consist of Wan Smolbag representatives, AusAID and NZAID representatives, and two other PCC members;
3. If a quorum of members is not present then the PCC meeting will be postponed and a new meeting date and time circulated.
4. Members of the PCC will not receive sitting allowances for attending PCC meetings, although bus fares and refreshments will be provided;
5. Minutes of the meeting will be circulated 10 days after the meeting;
6. WSB must circulate documents to be considered during a PCC at least a week in advance.
7. Any changes to the PCC Guidelines must be approved by Wan Smolbag, AusAID and NZAID and other donors as deemed appropriate by WSB and endorsed at a PCC meeting.

#### **6. Current Membership of PCC:**

1. Wan Smolbag representative(s)
2. AusAID representative(s)
3. NZAID representative(s)
4. Oxfam Australia representative(s)
5. Ministry of Health representative
6. Ministry of Education representative
7. Ministry of Youth Development and Training representative
8. Department of Women's Affairs representative
9. Department of Strategic Policy and Planning representative
10. Save the Children Australia representative
11. Vanuatu Women's Centre representative
12. University of the South Pacific representative

## ATTACHMENT 6: Monitoring and Evaluation Matrix

	Outcomes	Possible performance questions/indicators	Suggested monitoring methods & tools	Primary monitoring purpose/audience
<b>Vision and long term goal:</b> A sustainable and well-governed Vanuatu where women, men and young men and women participate in a contribute to their community's development				
<b>Program Objective</b>	<p>Wan Smolbag Theatre will contribute to the improvements in community life in Vanuatu and where appropriate other Pacific countries through:</p> <ul style="list-style-type: none"> <li>• creating awareness of and promoting community action which addresses priority and emerging development issues;</li> <li>• assistance for young men and women to contribute to improved community life;</li> <li>• promoting good governance practices including gender equality</li> <li>• encouraging and supporting the sustainable use of natural resources.</li> </ul>	<ol style="list-style-type: none"> <li>1. What 'community action', changes in communities and young men and women's lives or changes in conservation practices have occurred following engagement with WSB activities?</li> <li>2. What changes in gender equality have occurred following WSB activities?</li> <li>3. Are partnerships with Vanuatu and other organizations contributing to WSB's ability to achieve its mission?</li> <li>4. What community, social and economic benefits are generated by male and female employees of WSB?</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual WSB analysis of results from diverse monitoring processes described at program levels (below), endorsed by independent group (comprising for example, M&amp;E specialist, community theatre specialist and/or community development specialists). Consider using 'most significant impact' approach.</li> <li>2. Commissioned research into the benefits (impact) of employment at and participation in WSB activities.</li> </ol>	<p>Purpose: To empower, improve and prove</p> <p>Audience: All stakeholders</p>
<b>Area 1: Media production support</b>	<p>The high quality and reach of theatre, film and radio productions and supporting materials on contemporary development issues are maintained and strengthened.</p>	<ol style="list-style-type: none"> <li>1. What factors make WSB's theatre, film, radio or supporting materials enjoyable and engaging to audiences? (e.g. do the audiences relate to the stories/themes?).</li> <li>2. Do WSB's theatre, film, radio or supporting materials influence people's thinking about issues?</li> <li>3. Does the nature and extent of the influence differ for different age groups, for men and women or in urban and rural communities?</li> <li>4. Do WSB publications and videos/film reach rural and urban communities in Vanuatu, and other Pacific Islands?</li> <li>5. What training is provided to staff and does it help to maintain the high quality of production and materials?</li> </ol>	<ol style="list-style-type: none"> <li>1. Summaries of reports from workshop discussions following at least 25% of drama performances disaggregated by age and sex.</li> <li>2. Sample surveys of radio series audiences (minimum 100 listeners) in urban and rural areas disaggregated by age and sex.</li> <li>3. Sample surveys of TV series audiences (minimum 100 listeners) in urban and peri-urban areas disaggregated by age and sex.</li> <li>4. Annual summaries of feedback on WSB publications - books, comics, films from multiple sources, including teachers.</li> <li>5. Reports and statistics from the</li> </ol>	<p>Purpose: To empower WSB and communities</p> <p>Audience: Communities, organizations and individuals who attend WSB theatre productions, listen to radio programs, watch TV programs, or use WSB materials.</p> <p>WSB's actors and artists.</p>

			WSB material distribution database. 6. Training reports disaggregated by age and gender.	
<b>Area 2: Youth services</b>	Consolidated and improved services which promote positive participation in Vanuatu's socio-economic development by those young men and women in peri-urban areas who are considered to be 'at risk'.	<ol style="list-style-type: none"> <li>1. Is there a continuing demand for WSB youth services?</li> <li>2. How do the services respond to lessons learned?</li> <li>3. What contribution does participation in WSB programs make to the lives young men and women who have attended?</li> <li>4. What contribution does participation in WSB programs have on gender equality?</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual statistics collected by WSB trainers about participation levels and demand for classes by gender.</li> <li>2. Summaries of 6-monthly discussions within Youth Program staff about lessons learned and continuous improvement strategies.</li> <li>3. Case studies &amp; tracer studies – equal numbers of young men and women.</li> <li>4. Continued updating of database</li> </ol>	<p>Purpose: To improve quality of services.</p> <p>Audience: WSB managers and staff.</p>
<b>Area 3: Good governance, conservation &amp; community action</b>	Discussions initiated and increased community action supported on governance, conservation and controversial issues.	<ol style="list-style-type: none"> <li>1. Do communities attend performances/film showings on governance and controversial issues and participate in workshops and discussions and do men, women and young men and women participate equally?</li> <li>2. What actions are chiefs taking to implement good governance practices?</li> <li>3. What issues and decisions do chiefs make in the Chiefs Governance Committee meetings?</li> <li>4. Does the Vanua-Tai Network create interest in environmental conservation?</li> <li>5. What is the nature and extent of contribution by the Turtle Monitoring scheme to Vanuatu and regional conservation policies and practices?</li> </ol>	<ol style="list-style-type: none"> <li>1. Workshop reports, reports from governance monitors, case studies gender disaggregated.</li> <li>2. Follow-up studies and reports, individual interviews with chiefs and their communities</li> <li>3. Reports of chiefs committee meetings</li> <li>4. Individual and group interviews to find out the number of communities with <i>tabu</i> areas for: reefs, turtles, forest, rivers, etc. and nature of interest in conservation.</li> <li>5. Comparison of turtles and eggs harvested before and after the setting up of monitors in each community</li> <li>6. Feedback from Vanuatu and regional conservation agencies.</li> </ol>	<p>Purpose: To empower, improve and prove</p> <p>Audience: Rural, urban and peri-urban communities; WSB governance team.</p> <p>Urban and Rural chiefs</p> <p>Turtle monitor Network; WSB conservation team and rural coastal communities</p>
<b>Area 4: Reproductive &amp; sexual health</b>	Urban and rural access to confidential sexual health services, including family planning for women, men and young men and women extended and improved.	<ol style="list-style-type: none"> <li>1. Is there ongoing demand for WSB clinic and other services?</li> <li>2. What is the relationship between peer education and people visiting the clinic?</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual analysis (trends) of clinic attendance records, by age and sex.</li> <li>2. Clinic attendance records for new clients; peer educators</li> </ol>	<p>Purpose: To improve services and prove</p> <p>Audience: Clinic staff, and other stakeholders including</p>

		<ol style="list-style-type: none"> <li>3. What assistance does KPH provide as a clinic and provider of other services?</li> <li>4. How does KPH contribute to quality and gender equal reproductive health services in Vanuatu?</li> <li>5. Are clinics continuing to comply with MOH protocols and standards?</li> <li>6. What impact do clinic visits have on school pupils?</li> </ol>	<p>keep log of requests for services by age and sex.</p> <ol style="list-style-type: none"> <li>3. Focus groups with visiting/ attached placement nurses.</li> <li>4. Case study, peer educators keep log of requests for other services listed by age and sex.</li> <li>5. Annual joint WSB and MOH review of service quality</li> <li>6. Follow-up with students - focus group discussions by both single sex and mixed sex groups with special analysis of gender differences and how to address these.</li> </ol>	MoH.
<b>Area 5: Effective management</b>	<p>Effective internal management that maximizes the benefits of tripartite partnership, undertakes quality research and shares lessons learned with interested stakeholders.</p> <p>WSB will manage its programs effectively and efficiently, working in partnership with Government, civil society and donor organizations in Vanuatu and the wider Pacific.</p>	<ol style="list-style-type: none"> <li>1. What benefits are generated for WSB from joint planning, reviews and reporting?</li> <li>2. Are management meetings schedules, record keeping systems, IT capacity increasing WSB's management efficiency?</li> <li>3. Is research undertaken, analysed and reported in a timely and gender sensitive manner and results used to inform further activities?</li> <li>4. Is WSB better able to communicate its impact, especially to donor agencies?</li> <li>5. Are reports and financial reporting timely and effective?</li> <li>6. Are management skills upgraded when and where necessary with consideration for gender equality?</li> </ol>	<ol style="list-style-type: none"> <li>1. Discussion at AGM's among all partners, recorded in minutes.</li> <li>2. Mid-term review 2012</li> <li>3. Review of research undertaken and results disseminated</li> <li>4. Summaries of research findings analysed by age and sex, communicated to Government and NGOs.</li> <li>5. Minutes of PCC meetings</li> <li>6. Review of annual reports</li> </ol>	<p>Purpose: To empower, improve and prove</p> <p>Audience: WSB staff, donors</p>

**ATTACHMENT 7: Risk Management Matrix**  
***Risks, impacts, mitigating factors and management***

<b>Risk</b>	<b>Impact on organization</b>	<b>Risk level</b>	<b>Mitigating steps</b>	<b>Risk management</b>
Insecure long-term funding after 2014	Reduction in staff and programs.	L	<ul style="list-style-type: none"> <li>- WSB continue to provide quality services and seek long-term funding;</li> <li>- AusAID and NZAID keep WSB informed of funding changes and opportunities.</li> <li>- WSB keeps AusAID and NZAID informed of village issues and concerns.</li> </ul>	<ul style="list-style-type: none"> <li>- Restructure organization in accordance with funding available.</li> </ul>
GOV delays in disbursement of WSB funds	Inability to pay staff, loss of staff, and inability to meet milestones and agreements	H	<ul style="list-style-type: none"> <li>- Change from annual to six monthly funding tranches</li> <li>- WSB keep AusAID and NZAID informed of delays</li> <li>- Seek regional funding</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss change frames with NZAID and AusAID</li> <li>- Tripartite discussions with GOV</li> <li>-</li> </ul>
GoV policy changes towards NGOs	Loss of registration and loss of sector program funding.	M	<ul style="list-style-type: none"> <li>- WSB maintain constructive relationships with GoV and keep watching brief on policy changes.</li> <li>- Maintain high regional profile.</li> <li>- Keep donors supportive of civil society.</li> </ul>	<ul style="list-style-type: none"> <li>- Change organizational structure.</li> </ul>
Excessive demands on WSB capacity	Loss of quality of productions and service delivery.	M	<ul style="list-style-type: none"> <li>- WSB to undertake careful annual planning.</li> <li>- Consolidate activities</li> <li>- Hire and train new young staff.</li> <li>- Say 'no' diplomatically and provide alternatives where possible.</li> </ul>	<ul style="list-style-type: none"> <li>- Accept only those commissions that are of priority interest to the organization.</li> </ul>
Excessive expansion	Reduced management coordination and loss of production and service quality.	M	<ul style="list-style-type: none"> <li>- WSB to consolidate existing services and ensure any further expansion is well funded.</li> <li>- Undertake careful annual planning and regular review.</li> </ul>	<ul style="list-style-type: none"> <li>- Analyze the cost effectiveness of expansion.</li> </ul>
Loss of key creative personnel	<p>Nature of organization will change to meet existing skills, possibly towards greater emphasis on service delivery.</p> <p>Loss of donor funding.</p>	L	<ul style="list-style-type: none"> <li>- WSB staff jointly develop and update a long-term strategy incorporating a succession plan.</li> <li>- Continued capacity development of ni-Vanuatu staff.</li> <li>- Develop links with NIDA to provide professional theatre training.</li> </ul>	<ul style="list-style-type: none"> <li>- Restructure organization</li> <li>- Advocate for donor support for new structure.</li> <li>- On-going utilization and/or adaptation of existing drama scripts.</li> <li>- Increased short-term contracting of key creative personnel.</li> </ul>



<b>Risk</b>	<b>Impact</b>	<b>Risk Level</b>	<b>Mitigating actions</b>	<b>Management</b>
Political instability in Vanuatu.	Reduced ability of staff to contribute to the creative life of the organization. Loss of audience. Reduced ability to go out to work with communities.	L	- Maintain close awareness of political situation at community and national levels.	- Bring in chiefs and leaders to mediate a solution.
Sabotage, rumours reflecting jealousy.	Distraction from core creative and service delivery. Possible funding obstruction.	M	- WSB manage relationships with key local stakeholders. - Maintain up to date knowledge of legislation. - Maintain wide networks with Dept of Labour - Follow correct Dept. of Labour procedures and maintain a disciplinary committee.	- Seek professional legal advice from relevant Advisory Board members.
Inappropriate demands from GoV and donors.	WSB required to develop programs not in interest of rural or peri-urban communities or to cancel existing or planned activities. Loss of staff interest and motivation.	L	- Develop long-term partnerships with donors. - Strengthen relationship with GoV and ensure WSB Constitution, vision and policies are widely known and understood.	- Meetings with Advisory Committee, donors and GOV to negotiate a satisfactory outcome for all partners.  - Seek more development-friendly funding.
Changing donor and/or GoV development priorities.	Reduced support for WSB work.	M	- Seek more development-friendly funding sources.	- WSB re-evaluate its own priorities and align with GOV priorities.
Lack of skilled professionals available to work with/provide capacity building for WSB.	Reduced opportunity to develop professional capacity. Reduced number and quality of productions. Reduced opportunity to offer specialised training for young men and women	M	- Continue to seek funds to attract necessary ni-Vanuatu and other professional capacity. - Maintain good relationships with volunteer organisations. - Provide more attractive working conditions.	- Reduce activities
International financial recession	Loss of funding due to changes in exchange rate.	H	- Adjust programmes - Ensure 5% contingency for core funds - Encourage donors to commit funds in vatu.	- Restructure organisation

	Loss of support from international donor NGOs			
Young men and women using WSB services lose interest	Loss of audience Loss of clients	L	<ul style="list-style-type: none"> <li>- Continue to keep in touch with changes in young men and women's values and activities</li> <li>- Maintain close relationship with communities</li> </ul>	Respond to young men and women's felt needs.
A child attending WSB is abused by a member of staff	Loss of respect Loss of funding Loss of clients	L	<ul style="list-style-type: none"> <li>- Develop a child protection policy and a section pertaining to child protection code of conduct added to new contracts from January 2010</li> <li>- Background checks on local staff recruited (already done for international volunteers)</li> <li>- More than one staff member always present when working with children</li> </ul>	Child protection policy in place  A documented complaints procedure
Monitoring and evaluation does not satisfy donor demands	Loss of donor support Increased donor demands for detailed information	L	<ul style="list-style-type: none"> <li>- Donor support for improving research capacity</li> <li>- Simplified donor M&amp;E demands</li> </ul>	Development of annual research plans Improved data bases and baseline information
Lack of donor harmonisation	Time consuming additional report writing Difficult communication	L	<ul style="list-style-type: none"> <li>- Donors develop an MOU outlining the tripartite partnership agreement</li> <li>- Regular tripartite communication</li> </ul>	WSB ensure all communication and project decisions are shared between all partners

## ATTACHMENT 8: Stakeholders consulted

Organisation	Name	Position/Location
Wan Smolbag Theatre	Peter Walker	Director
	Jo Dorras	Scriptwriter
	Helen Corrigan	Project Manager
	Michael Taurakoto	Governance Programme Manager
	Judith Iakavai	Finance Officer
	Jennifer Harrison	Researcher
	Siula Bulu	Health Programme Manager
	Anna Terry	Graphic Designer (VSA)
	Ruth Mora	Publications
	John Herd	IT specialist (VSA)
	Rex Tari	IT assistant/trainee
	George Pedro	Environmental Programme Manager
	Michelle Fletcher	Environmental Programme Adviser, (CUSO volunteer)
	Leina Simon	Youth Programme Manager
	Peter Bell	Youth Coordinator, Sports
	Kami Roberts	Youth Coordinator
	Shirley Jacobus	Nutrition Centre Act.Manager
	Leimako Simon	Nurse, KPH
	Rose Nlrambath	Nurse, KPH
	Norly Kack	Nurse, KPH
	Netio Albert	Actors
	Yvette Camille	
	Annette Charlie	
	Donald Frank	
	Titus Joseph	
	Danny Marcel	
	Joyanne Quiqui	
Francis Rurunavira		
Morinda Tari		
Albert Tommy		
Yaxley Nangof	Helt Force Drama Group	
AusAID	Pablo Kang	High Commissioner
	Nick Cumston	Counsellor
	Linda Gellard	Post
	Charles Vatu	Post
NZAID	James Toa	Post
	Sara Carley	Post
	Penelope Bond	Wellington
	Leonard Chan	Wellington
	Elizabeth McNaughton	Wellington
Oxfam	Anthea Toka	Country Representative
	Gilson Ala	

<b>Organisation</b>	<b>Name</b>	<b>Position/Location</b>
<b>Ministry of Education</b>	Daniel Lamoreux	Director General
	Francis Beyard	Technical Adviser
<b>Department of Strategic Policy &amp; Planning</b>	Gregoire Nimbtick	Aid Coordination Officer
<b>Department of Youth and Sports</b>	Paul Nalau	Senior Youth and Sports Planning Officer
<b>VNTC</b>	Reginald Kipe	Planning Officer, VNTC
	Sam Samuel	VNTC
<b>WSB Island Governance Committees</b>	Lisbeth Vankone	Ambrym
	Aisun Alick	Malekula
	Jenny Thompson	Malekula
	Crifflyn Tevi	Pentecost
	Pastor Lulu	South Santo
	Seth Kaurua	Tanna
	Early Field	Vanua Lava, Banks
	Danny Moffat	Vanua Lava
<b>Malvatumauri National Council of Chiefs</b>	Selwyn Garu	Chief Executive Officer
<b>Environment Programme</b>	Kalo Robsen	Turtle Monitor
	James Tamata	“
	Peter Molem	“
	Donald Tanoliu	“
	Marimelu	Chief, Tassariki
	Alick Kau	“
	Matonglulu	“
	Kalsef Paul	Teacher, Tassariki
	Marie Leah	Clinic Nurse, Tassariki
	Philip John	Water Committee, Tassariki
	Alice John	Women’s Committee, Tassariki
	Doris Tamatu	“
	<b>WSB Luganville</b>	Marie Michel
Kaltom James		Peer Educator NCYA clinic
Sylvie Mera		“
Charles Johnson		“
Amos Talu		“
Rossie Roy		“
<b>Ministry of Education</b>	Marc Imbert	Provincial Education Officer, Sanma
<b>Northern District Hospital</b>	Tsiabon Tobie	Laboratory Manager, Northern District Hospital
	Jeffry Vutilolo,	Laboratory Technician “
<b>Radio Vanuatu</b>	James Moli	Radio Vanuatu, Luganville
<b>Sanma HIV/AIDS Committee</b>	Jo Wareka	Vanuatu Family Health Assn.

	Joanna Ailele	Save the Children Australia
	Gloria	Ministry of Women's Affairs
	Michael Talu	Rural Health committee
	Wickliffe Taga	Chief
<b>Habitat for Humanity</b>	Vivienne Obed	Director
<b>Save the Children, Australia</b>	Hilson Toa	Country Director
	Elis Silas	Youth Officer
<b>FSP</b>	Winch Garae	
<b>World Vision</b>	Roslyn Sareset	
<b>Youth Challenge Intnl</b>	Ben Ngwele	
<b>YPP</b>	David Merik	
<b>Disabled People's Advocacy Association</b>	Andy Lynch	National Coordinator
<b>VASANOC</b>		
-Shefa Football Federation	James Kalo	Sports Development Officer
-Vanuatu Football Federation	Albert Manaroto	
-Basketball Federation	Peter Izono	
-Netball Federation	Beverley Ligo	
	Sarah Maset (volunteer)	
-Table tennis Federation	Annalyn Lulu	
-Tennis Federation	Ruth Alick	
-Beach volleyball Federation	Joe Shem	
-Archery federation	Francis Bridard	

**ANNEXES 1:1 – 1:8 See attached excel file**

- 1.1 WSB Budget by donor contribution, component, and year, by vatu, AU\$ and NZ\$**
- 1.2 Summary budget, by year and component**
- 1.3 Budget for component 1 (Media production)**
- 1.4 Budget for component 2 (Youth Services)**
- 1.5 Budget for component 3 (Good governance)**
- 1.6 Budget for component 4 (Reproductive health)**
- 1.7 Budget for component 5 (Management – core budget)**
- 1.8 Breakdown of Core Budget**