Department of Foreign Affairs and Trade

Research: Localisation and Social Procurement

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Contents

Acronyms

ANCP	Australian NGO Cooperation Program
DFAT	Department of Foreign Affairs and Trade
GDP	Gross Domestic Product
INGO	International, Non-Governmental Organisations
NGO	Non-Governmental Organisations
TVET	Technical and Vocational, Education and Training
USAID	United States Agency for International Development

1.0 Introduction

The Department of Foreign Affairs and Trade (DFAT) is exploring the possibility of implementing a new policy for localisation and social responsibility. As a preliminary step, DFAT commissioned a 6 page review, on 7th of June 2019, with the following requirements:

A. Conduct research and literature review on other donor's or private sector approaches and general best practice to embedding localisation and social responsibility across the wider aid program (not just discreet projects), including identifying any good case studies;

B. Conduct research and literature review on the readiness of the market (where DFAT provides aid) for implementing localisation and social value into procurement practices; and

C. Develop the list of survey questions that can be used to survey industry and internal to DFAT to obtain input on localisation and social responsibilities, including challenges and best practice, (these could be tested on a sample of tele-conference calls in-country)

Requirement 'A' is largely covered in sections '3', '4' and '5', requirement 'B' is largely covered in section '6' while requirement 'C' is covered in section 7. The following report draws upon available information relating to localisation and social responsibility and anonymous key informant interviews.

2.0 Localisation and social procurement definitions

In an aid procurement context, localisation and social responsibility loosely means a considered shift in resources and decision-making in the purchase of goods and services to a more local context (in country) in order to maximise the effectiveness of development projects and to achieve more meaningful social value. Put simply it is strengthening in-country capacity to deliver goods and services that facilitates locally led development in a socially responsible way. Social procurement involves acquiring goods and services while also generating social, cultural and environmental outcomes.

Conceptually, aid involves the provision of foreign currency. If that foreign currency is used on legitimate and required imports (such as foreign expertise), then localisation is not required. Rather, localisation is most pressing when aid is used to finance non-tradable items such as local services, construction and infrastructure projects.

3.0 Approaches to embedding localisation and social responsibility across the aid program

The following present some approaches to embedding localisation and social responsibility across the aid program.

Ensure staff understand the definition of localisation and social procurement. The varied understanding of what constituted local solutions among USAID staff was one key challenge identified in USAID's engagement with local organisations.[1]

Encourage in-country beneficiary engagement in program design and contractor selection. In many instances, DFAT engages with the in-country government for program design, and the in-country government has input into contractor selection. This co-creation could be taken further, and beneficiaries, or at least representative members of the beneficiary community, could be involved in program design and selecting the tenderer for capacity building and technical assistance purposes. This would further assist the transition from prescriptive conditions on how, where and when aid

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[1] Office of Inspector General, USAID (2019). "Despite Optimism About Engaging Local Organisations, USAID Had Challenges Determining Impact and Mitigating Risk." https://oig.usaid.gov/sites/default/files/2019-03/5-000-19-001-P.pdf

money is spent, to conditions based on the host countries own development objectives. Of course, this type of localisation may be effective across some projects[2], and not others. Hence, it may not be practical to embed this requirement across the entire aid program.

Empower Post to identify and highlight local partners, potentially through an interactive website. DFAT posts are most engaged in-country and have access and visibility to local partners. One DFAT country representative indicated that in their lower middle-income country, they are actively attempting to identify local trusted partners that can execute a key component of DFAT's country aid strategy. Another option could be for Posts to develop a country-specific website, similar to this website by a New Zealand company[3], which highlights local suppliers and their experience. International providers, with the expertise to bid for international contracts, can then approach these local providers for partnership opportunities. These requirements seem to align with the core skills set of DFAT officers.[4]

Avoid hard targets for the percentage of directly funded local implementers[5]. In 2010, when USAID implemented their USAID Forward policy focusing on localisation, there was a requirement that 30% of its contracts and grants were administered directly to local implementing partners. Some claim this resulted in an 'us and them' mentality between INGOs and NGOs, and an audit of USAID's localisation agenda stated that it was flawed.[6]

USAID is now focusing on supporting local entities (NGOs and the private sector) *and* INGOs that engage with local implementing partners (or locally engaged entities) without the hard target in-place.

Execute social procurement strategies that addresses inequality. When hiring locally, consider de-emphasising recent salary history and focus more on skills and market rates for the service being provided. This could assist reduce gender pay disparity[7], as women may have been out of the workforce longer to care for family members.

Where practical and relevant, encourage embedding expatriates in line positions (over advisory positions) within local organisations. Expatriates are important for providing technical, financial and leadership skills to organisations, particularly in countries with thin capacity[8]. They can also translate between the "foreign aid world", and the "local implementation world". As noted by an interviewee, incorporating expatriate staff in line positions (as opposed to just advisory positions) within local organisations, can assist develop that organisation *and* build internal capacity.

Avoid 'false localisation'; i.e. avoid recognising INGOs and contractors that claim localisation involves hiring locals but actually distorts markets. If DFAT recognises localisation as INGOs and contractors directly hiring locals in contexts where it involves paying them greater salaries and drawing them out of local organisations, that clearly defeats the concept of "strengthening in-country capacity to deliver goods and services that facilitates locally led development". There are

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[2] Adepoju (2019), "Communities come to the rescue of Nigeria's local hospitals", Devex article (24th April 2019), visited 18th June 2019. https://www.devex.com/news/communities-come-to-the-rescue-of-nigeria-s-local-hospitals-94675

[3] Fwd – refer website https://www.fwd.org.nz/what-is-fwd

[4] A core skill of DFAT officers is to network, connect, gather information, represent and facilitate and undertake political economy analysis.

[5] Some organisations do continue to use hard targets; the United States "President's Emergency Plan for AIDS relief" is one example (refer https://www.devex.com/news/pepfar-chief-wants-70-percent-indigenous-funding-in-30-months-93118) .

[6] Office of Inspector General, USAID (2019). "Despite Optimism About Engaging Local Organisations, USAID Had Challenges Determining Impact and Mitigating Risk." https://oig.usaid.gov/sites/default/files/2019-03/5-000-19-001-P.pdf

[7] https://www.devex.com/news/usaid-takes-aim-at-gender-pay-gaps-in-contracting-decisions-94855

[8] Haque, T. A., Knight, D., & Jayasuriya, D. 2015. Capacity constraints and public financial management in small Pacific Island countries. *Asia & the Pacific Policy Studies.*

exceptions, such as in large countries like Indonesia, where hiring skilled locals is unlikely to distort the market.

Encourage INGOs and managing contractors to have a targeted amount of funding for hiring local organisations to deliver services. This funding amount could be recognised as part of the tender evaluation process and/or could be embedded in ANCP funding requirements for NGOs. This won't apply in small states such as Nauru and Tuvalu, where it's difficult to set-up local NGOs.

Support private sector and blended financing opportunities. Supporting the development of the private sector in a developing country clearly presents opportunities to enhance localisation and social procurement.[9] One option is direct support, such as capacity building of local private sector organisations that deliver measurable social and environmental impacts or procuring goods and services.

Another option is at a programmatic level, identifying and supporting international organisations or funds that invest or build the capacity of private sector organisation in-country. This funding could be grant based or through 'impact investments'[10], that provide a financial return to the government and undertake ethical investments in-country. It could also be via supporting local crowdfunding organisations.[11]

Finance ongoing in-country training programs. Direct funding for government funded programs in-country have the ability to support marginalised groups and reduce inequality.[12] This is assuming the entities can remain a going concern, either through continuous international funding or through graduation to local government funding mechanisms.

Encourage labour mobility programs. Labour mobility programs, that employ people from developing countries in Australia, for short periods of time, and then require a return to the sending country, provide strong opportunities for local skills transfers and remittances. There is evidence that they have provided growth opportunities across the agricultural space in-country[13] as well as across other industries[14]. This ultimately strengthens in-country capacity.

Consider mechanisms to promote procurement of local goods. The World Bank have had a long-standing policy of providing local manufactures a 15% preference margin on the carriage and insurance price of goods provided internationally.[15] Obviously, this procurement appears to be based on price, and the quality of local goods has to also be considered.

[9] Social procurement: Acquiring goods and services while also generating social, cultural and environmental outcomes.
[10] https://probonoaustralia.com.au/news/2017/07/driving-impact-investment-pacific-islands/;
https://pitchbook.com/blog/impact-investing-five-companies-poised-to-make-a-global-difference
[11] https://blogs.worldbank.org/psd/six-things-you-need-know-about-crowdfunding-developing-countries
[12] ILO (2017), Improving labour market outcomes in the Pacific, Country Office for Pacific Island countries, June 2017.
[13] ILO (2017), A study on the future of work, Country Office for the Pacific Island countries, May 2017.
[14] https://devpolicy.crawford.anu.edu.au/pacific-labour-mobility
[15] Bank Policies and Procedures (2016).
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=5&ved=2ahUKEwjokozMm4jjAhUIb30KHRkWAE0QFjAEegQIAxAC&url=https%3A%2F%2Fpolicies.worldbank.org%2Fsites%2Fppf3%2FPPFDocuments%2F40054005procurement%2520regulations_final%2520for%2520publishing.pdf&usg=AOvVaw0nMIWIPNAORJaJ_7NWK5po

4.0 Case-study (USAID)[16]

In 2010, USAID launched USAID Forward, an agenda focusing on reforming procurement efforts while also increasing the Agency's engagement with local partners. In 2016, the Agency launched an audit of its efforts[17], finding that that this agenda was well received among staff. However, it also found a disconnect between USAID identifying risk and then managing that risk, among local partners, as well as that it inadequately assessed local partner development outcomes.

USAID has adapted their strategy under a new administration.[18] Specifically, it currently attempts to embed localisation and social value through three avenues.

The first is direct awards to new and underutilised partners. USAID identifies partners that have received less than 25 million over 5 years but have received more funding from alternative sources and have produced strong development outcomes. Depending on strategic alignments, these partners can be further supported. This funding is for home grown local entities and 'locally established partners' (those that have been established by INGOs).

The second is funding for established international partners (prime) who can mentor local partners and encouraging them to push implementation down locally. These large INGOs take less than 25% of the project funds and ensure 75% is allocated to the local entity. The INGO provides the compliance and technical oversight and builds the capacity of the local entity.

The third involves leveraging private sector organisations that undertake development assistance across multiple sectors and multiple countries.

5.0 Barriers to localisation and creating social value

An over reliance on capacity building over managing development outcome risk. From a procurement context, there is a concern that broader development outcomes may come secondary to long-term capacity building.[19] Moreover, social procurement should not be about accepting lower standards of delivery. For example, one interview respondent (a senior manager with an INGO) stated "they would love to hire local organisations, however ultimately the INGO will be responsible to DFAT if they encounter performance issues – and that poses a risk."

An USAID suggested avenue to address this issue is use a realistic milestone-based approach where partners are contractual based results have to be achieved, prior to payment.[20] Alternatively, local organisations are much cheaper than international organisations, and it may be more appropriate to keep it simple, and accept that some organisations will fail, while others will succeed.

Uncertainty of continuing local engagement. Even where local capacity exists, employing locals and procuring locally risks distorting the market if the local goods and services are reliant on one donor that has a fixed term contract.[21] For example, a discussion with a managing contractor operating in

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[16] Localisation in the Humanitarian sector represents another good case study.

[17] Office of Inspector General, USAID (2019). "Despite Optimism About Engaging Local Organisations, USAID Had Challenges Determining Impact and Mitigating Risk." https://oig.usaid.gov/sites/default/files/2019-03/5-000-19-001-P.pdf

[18] Conference call: Inside USAID's local procurement reform efforts https://www.youtube.com/watch?v=ugE7ckJSOng&feature=youtu.be

[19] In the humanitarian academic and grey literature, there is an argument that immediate outcomes should not come secondary to long-term capacity building. Barbelet (2018), "As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action, Overseas Development Institute.

[20] Conference call: Inside USAID's local procurement reform efforts https://www.youtube.com/watch?v=ugE7ckJSOng&feature=youtu.be

[21] http://www.devpolicy.org/market-systems-and-social-protection-approaches-to-sustained-exits-from-poverty-can-we-combine-the-best-of-both-20190528/

the Pacific mentioned that if they hire a local staff member and DFAT funding is not on-going after a year, the local staff member may not find suitable additional employment.

At an organisational level, there could be a graduation process. First, have a managing contractor or INGO hire the local NGO, and then after they have proven their capabilities, the local NGO can graduate to more direct funding mechanisms. For example, the agreement with the managing contractor could be for an initial 4 years, which could extend a further 4 years with only the local contractor subject to specific measurable outputs and outcomes. The managing contractor could receive a fee, in year 4, for supporting the local entity to graduation. Clearly this depends on DFAT's ability to offer longer term contracts with certainty, even to lower cost local entities.

Onerous donor requirements. Even if local engagement is preferred, the reporting requirements that donors impose may be too onerous for small NGOs to consider. This was a consistent theme experienced during a recent USAID survey regarding procuring locally and was one reason given for DFID's 2018 increase in funding for UK based contractors[22] and an annual 18% drop in direct procurement by small and medium enterprises[23]. A partial solution, as undertaken by the Asian Development Bank, is to request a smaller proposal initially, and then if short-listed, request a more detailed proposal, where they can source additional support.

Donors funnelling funds through host government systems is localisation, however this poses multiple risks, relating to inadequate process and fraud. In 2009, The World Bank attempted to establish tools to assist host governments improve their procurement processes, with the aim of enabling them to procure goods for World Bank funded projects directly.[24] The pilot program was considered time consuming and even among the very small number of countries that were given conditional approval to apply the procurement guidelines, they chose not to do so. This demonstrated that procurement reform is very complex, particularly with respect to national systems, especially those that are influenced by local political considerations.

6.0 Localisation in different markets

There would clearly be variations in the practical application of localisation, depending on the country context and DFAT's budgetary allocations. That said, DFAT could consider undertaking the following activities to implement localisation and social value into procurement practices at a whole of aid level:

- Localisation and social procurement concepts could be defined and communicated to staff.
- DFAT could require all partners to highlight the percentage of goods and services that are procured through local organisations – and use that during tender evaluation and performance monitoring processes.
- Post could be asked to identify local partners that have engaged in-country for long periods, have a strong reputation and good history of development outcomes, are generally seen as apolitical and align with DFAT's overall country specific strategy. If these partners can be presented on a website, it may also assist international contractors to find local counterparts.
- DFAT can continue to support organisations that invest in the private sector and initiatives that engage with the private sector, such as through the business partnerships platform,[25].

[22] https://www.theguardian.com/global-development/datablog/2012/sep/21/why-is-uk-aid-going-to-uk-companies
[23] https://www.devex.com/news/slump-in-dfid-contracts-going-to-small-and-medium-enterprises-93079
[24] World Bank's procurement policies and procedures review: http://documents.worldbank.org/curated/en/413861468182330960/The-World-Banks-procurement-policies-and-procedures-proposed-review-initiating-discussion-paper
[25] http://thebpp.com.au/partnerships/

- DFAT can consider implementing a similar strategy to USAID in its localisation efforts (see section 4.0).

6.1 Pacific island countries

There is some evidence to suggest "impact investments" appear possible in the Pacific region, with the ability to sustain economic growth and enhance value chains.[26] DFAT already supports a range of initiatives, including Pacific RISE and Pacific Trade Invest Australia.[27] Further, DFAT's Pacific Labour Mobility program can continue to play a strong part to enhance localisation, as can DFAT's support of TVET.

While these initiatives present some examples, it's clear that Pacific Island countries are not homogenous in their ability to benefit from localisation and social procurement. To illustrate, PNG, Fiji, the Solomon Islands and New Caledonia and to a lesser extent Vanuatu are endowed with larger populations and greater natural resources. They account for over 80% of the region's population and the large majority of the region's GDP. These countries have a greater access to a variety of goods and services (particular Fiji and New Caledonia), relative to smaller Pacific Island countries and can more easily lend themselves to localisation and social procurement efforts. For example, Femili PNG, Anglicare PNG and the Fiji Women's crisis centre are good examples of DFAT supported but locally led organisations.

Smaller Pacific Island Countries, some with ten thousand people, have lower capacity and are aid dependent. International partners may not be able to procure many services locally; for example, hiring local staff may be risky if project funding is not assured long-term. An appropriate avenue for smaller Pacific Island countries may be to focus on labour mobility, capacity building programs and encouraging the hiring of local labours and contractors for infrastructure projects.

Some example of organisations that may assist localisation efforts in PNG and selected Pacific Island Countries are listed in Annex A.

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[26] Investments that make a financial return and deliver measurable social and environmental impacts.
http://www.devpolicy.org/ecommerce-boosts-pacific-exports-20181026/
[27] https://probonoaustralia.com.au/news/2017/10/pacific-social-enterprises-boosted-partnership-drive-impact-investment/

7.0 Suggested survey questions

7.1 Industry partners

This survey seeks your views on localisation and social procurement, with the aim of developing a localisation and social procurement aid policy.

As a first step, please provide us with the following information.

1. Organisation
2. Name
3. Position within the organisation
4. Role within the organisation

Define localisation and social procurement

Noting these definitions of localisation and social procurement:

5. How does your organisation engage in localisation and social procurement efforts?
6. How could your organisation increase localisation and social procurements efforts?
7. What benefits do you see towards increasing localisation and social procurement efforts in your organisation?
   a. Can you please provide any examples of best practice?
8. What barriers and risks do you see towards increasing localisation and social procurement efforts in your organisation?
   a. Can you provide examples where localisation and social procurement have resulted in sub-part development outcomes?
9. How practical is it to hire more local organisations, as opposed to local staff, for the work that you execute?
   a. Can you please provide specific examples of contexts where this would be more possible, and other contexts where this would be less possible (from a country and sector perspective)?
10. How practical is it to procure goods more locally?
11. Can you please provide specific examples of contexts where this would be more possible, and other contexts where this would be less possible (from a country and sector perspective)?In some of your projects, would it be possible to embed expatriate staff within local organisations to deliver a service, as opposed to hiring them directly as advisors? Can you please provide some examples?

7.2 DFAT staff

This survey seeks your views on localisation and social procurement, with the aim of developing a localisation and social procurement aid policy.

As a first step, please provide us with the following information.

1. Name
2. Position
3. Role

Define localisation and social procurement

Noting these definitions of localisation and social procurement:

4. What benefits do you see towards increasing localisation and social procurement efforts at a program and project level?
   a. Can you please provide any examples of best practice?
5. What barriers and risks do you see towards increasing localisation and social procurement efforts at a program and project level?
   a. Can you provide examples where localisation and social procurement have resulted in sub-obtimal development outcomes?
6. How would you advocate managing the risks, both with respect to development outcomes and fraud, that may result from a greater reliance on local organisations?
7. How could DFAT encourage greater localisation and social procurement at a program and project level?
8. How would you advocate reducing the reporting burden placed on local level organisations?
9. How practical is it to undertake in-country beneficiary engagement in program design and contractor selection?
   a. Can you please provide specific examples of contexts where this would be more possible, and other contexts where this would be less possible (from a country and sector perspective)?
10. How practical would it be for Posts to identify and highlight reputable local partners for linkages with international partners?
    a. Could Post develop an interactive website to highlight these partners, potentially in collaboration with other aid agencies?
11. Would you advocate for or against having hard targets for funds allocated to local organisations?
    a. Why?
12. How would you best advocate funding private sector organisations in partner countries?
    a. Can you please provide specific examples of contexts where this would be more possible, and other contexts where this would be less possible (from a country and sector perspective)?

Annex A – Examples of organisations that may assist localisation efforts in PNG and selected Pacific Island Countries

Pacific Regional Organisations

- Australia Pacific Islands Business Council: https://apibc.org.au/
- Pacific Women: https://pacificwomen.org
- Pacific Islands Forums Fisheries Agency: https://www.ffa.int
- South Pacific Nurses Forum
- Pacific Island Association of NGOs: http://www.piango.org/
- Pacific Islands Forum: www.forumsec.org
- Secretariat of the Pacific Regional Environmental Program: https://www.sprep.org/
- The Pacific Community: https://www.spc.int/
- Pacific Islands Development Program: www.eastwestcenter.org/pacific-islands-development-program/about-pidp
- South Pacific Tourism Organisation: www.spto.org
- The Pacific Power Organisation: https://www.ppa.org.fj/
- The Pacific Aviation Safety Office: www.paso.aero
- Pacific Islands Legal Information Institute: http://www.paclii.org/

Cook Islands

- Cook Islands Chamber: http://www.cookislandschamber.org/
- Cook Islands Sports: http://websites.sportstg.com/assoc_page.cgi?c=2-3844-0-0-0&sID=47031
- Cook Islands Ship Owners Association: *www.cishipowners.com*
- Cook Island Canoeing Association: https://cookislands.travel/local-services/cook-islands-canoeing-association
- Cook Islands Football Association: https://www.cookislandsfootball.com/
- Cook Islands Family Welfare Association: https://www.ippf.org/about-us/member-associations/cook-islands
- Girl Guides Cook Islands Association
- Te Ipukarea Society: http://www.tiscookislands.org/

Fiji

- Fiji Association of Social Workers: https://www.ifsw.org/member-organisation/fiji/
- Fiji Association of the Deaf: https://millneckinternational.org/our-work/fiji/
- Fiji *Association* of Sports and National Olympic Committee: http://www.fijiolympiccommittee.com.
- Reproductive Health Association of Fiji: https://www.ippf.org/about-us/member-associations/fiji
- Fiji Hotel and Tourism Association: https://fhta.com.fj/
- Fiji Cancer Society: https://www.uicc.org/membership/fiji-cancer-society
- Fiji Physiotherapy Association: https://www.wcpt.org/node/25919

- Fiji Association of Architects: https://www.comarchitect.org/fiji/
- Fiji Commerce and Employers Federation (FCEF): https://www.fcef.com.fj/
- Fiji Association of Women graduates.

Kiribati

- Kiribati Family Health Association: https://www.ippf.org/about-us/member-associations/kiribati
- Kiribati World Association of Girl Guides and Girl Scouts: https://www.wagggs.org/en/our-world/asia-pacific-region/member-organisations/kiribati/
- Kiribati Chamber of Commerce and Industry: http://www.kcci.org.ki/

Papua New Guinea

- Australian Papua New Guinea Association: https://www.apngassociation.com
- Australia Papua New Guinea Business Council (PNG): www.apngbc.org.pg
- Business Council of PNG: www.bcpng.org.pg
- Investment Promotion Authority PNG: https://www.ipa.gov.pg/
- National Council of Women
- Business and Professional Women's Club of Port Moresby: http://www.bpwpng.org/

Samoa

- Samoa Chamber of Commerce and Industry: www.samoachamber.ws
- Samoa Association of Manufacturers and Exporters: https://www.same.org.ws/
- Samoa Hotels Association: https://www.samoahotels.ws
- Samoa Farmers Association: https://www.samoafarmers.ws
- Samoan Association of Women Graduates
- Samoa Institute of Accountants: www.sia.org.ws
- Institute of Professional Engineers: http://www.ipes.ws/
- Martin Hautus Institute of Learning: http://martinhautus.edu.ws/

Solomon Islands

- Solomon Islands Development Trust: https://www.avi.org.au/inspiring-partners/solomon-islands-development-trust/
- Solomon Islands National Council of Women: http://www.solomonislandsinfocus.com/sincw.html
- Solomon Islands Women in Business Association: https://www.siwiba.com.sb/
- Solomon Islands World Vision: https://www.wvi.org/solomon-islands
- SMEC Solomon Islands: http://www.smec.com/en_sb
- Pacific Island Association of Non-Governmental Organisations (Solomon Islands) http://www.piango.org/our-members/member-countries/solomon-islands/
- Solomon Islands Hotel and Resorts Association
- Solomon Islands Planned Parenthood Association: : https://www.ippf.org/about-us/member-associations/solomon-islands
- Information Technology Society of the Solomon Islands: https://www.itssi.sb/

Tonga

- Tonga Chamber of Commerce and Industry: http://new.tongachamber.org/
- Manufacturers' Association of Tonga
- The Tonga Leitis Association: http://www.tongaleitis.org/
- Tonga Family Health Association: https://www.ippf.org/about-us/member-associations/tonga
- Naunau 'o e 'Alamaite Tonga Association: http://disabilityrightsfund.org/grantees/naunau-o-e-alamaite-tonga-association/
- Tonga Football Association: https://www.tongafootball.to/
- Tonga Diabetes Association: https://www.idf.org/our-network/regions-members/western-pacific/members/117-tonga.html?layout=details&mid=161
- The Tonga Association of Non-Governmental Organisations (TANGO)
- Tonga National Vision Impairment Association
- Vavau Tourism Association: http://www.vavau.to/vta/

Vanuatu associations

- Vanuatu Chamber of Commerce and Industry: http://www.vcci.com.vu/
- ACTIV: www.activassociation.org
- Vanuatu Family Health Association: https://www.ippf.org/about-us/member-associations/vanuatu
- Over 30 different tourism related associations: https://www.vanuatu.travel/en/corporate/tourism-associations
- Vanuatu Hotels and Resorts Association: www.vanuatuhotelsandresorts.com
- Vanuatu Tour Operators Association: https://www.facebook.com/VanuatuTourOperators/