



PIANGO

PACIFIC ISLANDS ASSOCIATION OF NON-GOVERNMENTAL ORGANISATIONS
ASSOCIATION DES ONGS DES ILES DU PACIFIQUE

Strategic Plan

2006 - 2010

**Strengthening NGO effectiveness
through good governance
and partnership**



The Conch Shell is widely used within the islands of the Pacific. It symbolises "Communication". The sound of the conch shell is a summons for people to gather in a particular place. The circular sand drawing reflects 'Spiritual Unity or 'Oneness' and originates from the South Pacific Island of Bali Hai or Ambae (as commonly known). Legend has it that Tagaro (the God of Creation) requires that everyone who shares in his 'Spiritual' kingdom must be familiar with this symbol and its significance.

STRATEGIC PLAN

2006 – 2010

*STRENGTHENING NGO
EFFECTIVENESS*

*through good governance
and partnership*

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PIANGO STRATEGIC PLAN 2006 - 2010 "Strengthening NGO Effectiveness"

FOREWORD

The Pacific Islands Association of Non-Governmental Organisations (PIANGO) is a regional network of 24 NGO focal points or coordinating bodies known as National Liaison Units (NLUs), currently operating in twenty one countries and territories.

PIANGO was formally established in 1991 to assist NGOs in the Pacific to initiate action, give voice to their concerns and work collaboratively with other development actors for just and sustainable human development. PIANGO's primary role is to be a catalyst for collective action, to facilitate and support coalitions and alliances on issues of common concern, and to strengthen the influence and impact of NGO efforts in the region.

PIANGO fills a critical infrastructure role for a large, widely dispersed and complex NGO sector. PIANGO has taken significant steps to enhance its profile and establish itself as an effective support organisation for NGOs throughout the Pacific. The organisation has strong links with other groups working to strengthen civil society and is a crucial point of exchange for NGOs, governments and donors at the national, regional and international level.

This document presents PIANGO's Strategic Plan for the period 2006 - 2010. The Plan identifies the organisation's priorities and defines its areas of strategic focus. The core values and beliefs of the PIANGO network are clearly outlined and will serve to inspire and measure performance over the next five years. The Plan takes into consideration the roles and stated partnership of NGOs and government to realise the goals of the MDGs (2000 - 2015) and the goals of the Pacific Plan that was launched at the Pacific Islands Forum (PIF) Leaders Forum in Papua New Guinea in 2005. PIANGO will pursue improving its relationships with stakeholders including government, regional and multi-lateral agencies and within the NGO sector itself. PIANGO will also pursue furthering democracy in the region.

The Plan addresses the concerns and incorporates the ideas of delegates at the 5th PIANGO Council in Papua New Guinea (2005) as well as the recommendations of the PIANGO partners and stakeholders. The Plan responds to obstacles faced by PIANGO in the past, builds on its strengths, yet is firmly rooted in the organisation's mission and development philosophy.

Although the Board and Secretariat will assume overall responsibility for implementing the Plan, PIANGO will promote collective ownership and commitment from the wider NGO community to achieve the stated objectives. PIANGO invites everyone with a similar vision for a strong and vibrant civil society to join hands, work together and coordinate efforts to strengthen NGO effectiveness in the region.

We are very excited by the directions we have set in this document and look forward to working with all of you to make our vision a reality.

Adimaimalaga Tafuna'i
Chairperson – PIANGO Board

Cema Bolabola
Executive Director – PIANGO Secretariat



VISION

Strong and effective NGO and civil society sector for a just and peaceful Pacific community.

MISSION STATEMENT

PIANGO exists to enable the Pacific extended family of NGOs to effectively promote and advance the interests and well-being of Pacific people. More specifically, PIANGO is a network of Pacific NGOs, existing to facilitate communication, provide a common voice at regional and international forums, strengthen Pacific forms of social action, and improve the well-being of the communities NGOs serve. To make this happen, PIANGO will have sufficient ongoing funding and skilled staff to ensure this mission is realised.

CORE VALUES & BELIEFS

The following core values and beliefs are grounded in a collective view of the world and guide the work of the PIANGO network:

- **Wholeness and inclusiveness**

PIANGO views development as a holistic process encompassing the spiritual, cultural, social, economic and political spheres of human experience. These aspects must be considered together in any development initiative aimed at enhancing the growth and wellbeing of people in the Pacific with explicit focus on those who are excluded from mainstream development.

- **Stewardship**

PIANGO believes development should ensure environmental and economical sustainability for the wellbeing of present and future generations and encourage actions that nurture, protect and conserve Pacific peoples' total inheritance.

- **Cultural Diversity**

PIANGO recognises and appreciates the rich cultural diversity within the region as a source of incredible strength and strives to preserve and sustain the unique values, traditions and identity of Pacific people.

- **Social Justice**

PIANGO adheres to the principles of social justice, respects the individual and collective rights of all people including those stated in core UN conventions and promotes equality between men and women.



- **Self-Reliance and identity**

PIANGO supports the right of people to organise in pursuit of their own interests and promotes actions that empower people, especially the poor, the oppressed and the marginalised, to define and lead their own development efforts. This includes the right of Pacific indigenous people to self-determination, sovereignty over their own territories and cultural integrity.

- **Interdependence**

PIANGO believes in the power of collective action through dialogue, information exchange, consultation and teamwork, and actively pursues opportunities for working in solidarity with others to achieve common goals.

- **Peace**

PIANGO values social harmony and unity within the region and advocates for the peaceful resolution of conflict between people through tolerance, understanding and compassion.

WAYS OF WORKING

To carry out its mission, PIANGO will:

- work in **partnership** with others on strategic priorities
- use all opportunities to **strengthen** and **support** National Liaison Units (NLUs)
- cultivate NLU to NLU **communication** and **co-operation**
- build **active, meaningful communication** and information exchange between the PIANGO Board, Secretariat and NLUs
- foster **good practice** in NGO operation and capacity strengthening
- develop **effective, focused, productive and 'smart' relationships**.

AREAS OF STRATEGIC FOCUS

Four main strategic focus areas will guide PIANGO towards achieving this vision:

1. Sharing Information
2. Building Capacity
3. Strengthening Key Relationships
4. Ensuring Quality Performance – PIANGO Board and Secretariat

PIANGO's plans around these four areas are presented in the following pages. Each area is introduced with an explanation of the current situation. Then a specific PIANGO goal and a series of related objectives and strategies for achieving the goal are identified. Distinctive features of the 2006-2010 Strategic Plan are the focus on consolidation and regrowth of PIANGO and on the central role of fostering NLU development and engagement in PIANGO.



AREAS OF STRATEGIC FOCUS

1 Sharing Information

Current Situation

NGOs operating at all levels in the Pacific generally have difficulty accessing and producing timely and relevant information to support their development objectives. The vast distances that separate NGOs, high travel and communication costs and low NGO operating budgets contribute to the problem. While some NGOs in the region benefit from the opportunities provided by the new internet-based technologies that allow faster and cheaper access to information, on-line meetings through discussion groups and on-line skills training, most NGOs do not.

Over the years, NGO leaders have called upon NGO coordinating bodies such as PIANGO to help improve information flows and communication links between NGOs and other development actors in the region. PIANGO takes this issue seriously and will address it by strengthening its own information management systems and by utilising new internet-based technologies to become an effective information clearinghouse and communications network for civil society in the Pacific. In pursuit of this, PIANGO has established a website. PIANGO also produces hard copy information, a quarterly newsletter and pamphlets. PIANGO translates material from English into French to facilitate the participation of Francophone members.

Goal: Sharing Information

Equitable and universal access to relevant and timely information on issues and concerns to NGOs and civil society in the Pacific.

Key Objectives

1. To facilitate the sharing of high quality, relevant and timely information on issues of concern to civil society in the Pacific.
2. To strengthen information sharing and communication between NLUs, NGOs and stakeholders in the Pacific.
3. To promote and support Pacific-led research on Pacific NGOs and their issues.
4. To assist and encourage Pacific NGOs to use relevant, new information technologies.
5. To promote a positive image of PIANGO (this objective is strongly connected to Goal 3)
6. To gather and store the history of the development of NGOs in the region

Strategies

1.1 Publications

1. Produce accessible and useful information in simple monthly e-news updates, quarterly newsletters, publications, brochures and regular reports on PIANGO and its activities
2. Acknowledge, reflect NLU issues and disseminate NLU information through PIANGO publications
3. Support NLUs with their information and publication activities



1.2. Research

1. Develop relevant, simple databases on national and regional NGOs, capacity-building initiatives and practitioners, donors, and volunteer agencies
2. Foster, analyse, promote and commission research that will help NGOs identify and present key issues to promote NGO and civil society development

1.3. Resource Centres

Develop resource centres by bringing together relevant resources in the regional office of PIANGO and assist NLUs to establish and manage resources useful for NGOs and other stakeholders

1.4. Information Technology

Use relevant and appropriate information technology to ease access to information. This will involve regular updating of the PIANGO website and assisting NLUs with information technology

1.5. Promotion and Publicity

1. Train NLUs to produce publicity material
2. Produce publicity material to promote awareness of PIANGO as an organisation and its activities



2 Building Capacity

Current Situation

NGOs, throughout the region, struggle to recruit staff and volunteers with the technical skills and professional qualifications needed to manage the demands of an increasingly complex development environment. Many NGO workers are overwhelmed by the day-to-day demands on their time and have few opportunities to systematically learn from their experience. Leaders often 'burn-out' from the strain of managing organisations without adequate training and peer support.

To address this issue PIANGO has formed a partnership with New Zealand-based Unitec to deliver a Graduate Diploma in Not for Profit Management (GDP) for NGO leaders. The programme has operated in 6 Pacific countries with more than 300 students enrolled from 14 countries and territories. Over the next five years, the programme will be expanded further across the Pacific, some Pacific graduates will become trainers and form a Pacific-based training network able to provide support to NGOs. Good governance training is a cornerstone of the GDP. Specific steps will be taken to base the programme in the Pacific.

This type of training and support is just one component of capacity building. Community-based organisations (CBOs) working in remote and isolated areas of the region provide a critical and direct link to the needs and aspirations of Pacific Island communities. Yet these organisations are often more alienated than their national counterparts when it comes to accessing training, management support and other development resources. The Pacific Skills Link – Capacity Building Project in Kiribati, Vanuatu and Tuvalu is one model PIANGO is ready to adapt through a proposed PaCSI (Pacific Civil Society Initiative) in order to serve its NLUs more effectively and efficiently. The major focus of the Pacific Skills Link was on organisational, managerial, institutional and financial support to NGOs as well as supporting umbrella NGOs to become credible and active participants in the development of the country. Training NGO and CBO people to put ideas onto paper and prepare proposals for smaller amounts of money was particularly useful. Some NLUs facilitate the provision of workshops and other learning approaches and PIANGO is keen to support the provision of further opportunities. Because PIANGO is not a provider of capacity-building services itself, this will be done in partnership with others and in a manner that builds consistency with the concepts included in the GDP.

Recent research indicates that NLUs and other NGO umbrella groups experience difficulties in fulfilling their coordination and support role within the wider NGO community. Issues of relevance, accountability, representation, capacity and sustainability continue to challenge the existence of NGO coordinating bodies, accounting for their generally weak and inconsistent performance. NGOs face difficulties in obtaining core funding and the resources – human, material, skills and finance – that provide the basis for sustaining an organisation.

While numbers are growing, especially through the GDP, there remains an overall shortage of skilled and experienced people to facilitate capacity-building activities. They tend to work in isolation, with little training in the art of capacity building, and with few opportunities to exchange ideas and learn from their peers. NGOs can also be encouraged to participate in a range of general training courses that are often not relevant. PIANGO will work with others to encourage the small, but growing, number of skilled NGO practitioners to use their skills and experience to support others. A variety of capacity-building approaches may emerge such as mentoring, training or operating buddy relationships. Ultimately we hope that NGOs and CBOs will be in a position to lead their own learning through communities of learning.

Goal: Building Capacity

Well governed, managed and resourced NGOs and NGO sector.



Principles to Guide PIANGO's Capacity-Building Work

Our capacity-building effort will be guided by the following eight principles: Participant Owned and Directed, Focused and Flexible, Process Oriented, Value Driven, Context Specific, Interdependent, Multi-faceted and Partnership.

Key Objectives

1. To continue to work in partnership with Unitec NZ to facilitate the development and delivery of high quality, accredited training programmes, develop Pacific trainers, and provide support services to NGO leaders and workers in the Pacific
2. To facilitate the development and availability of accredited training programmes on NGO leadership and management, at regional and national institutions
3. To support the capacity building of Community Based Organisations (CBOs)
4. To develop a pool of qualified, confident, professional, skilled and supported Pacific regional NGO trainers
5. To support Pacific NGOs to increase their capacity through an increased and diverse resource base, and other relevant initiatives

Strategies

2.1 Diploma Programme in NGO Leadership and Management in Partnership with Unitec

1. Continue to work in partnership with Unitec New Zealand to develop and deliver the Graduate Diploma Programme (GDP) tailored for senior and emerging leaders in the Pacific NGO sector
2. Develop a joint advisory group to oversee the development and delivery of the GDP
3. Establish mechanisms to set up and support a pool of Pacific GDP trainers
4. Support NLUs in the management and administration of the GDP
5. Identify ways to expand the country coverage of the GDP, and explore the possibility of delivering in French
6. Continue to develop GDP training resources customised for each country
7. Develop and implement strategies for delivering and accrediting the GDP through training institutions in Pacific Island countries
8. Foster the development of learning communities committed to improving the sustainable effectiveness of NGOs in the region
9. Monitor and evaluate the management, content and delivery of the GDP

2.2 Capacity Building for Community Based Organisations

1. Support NLUs to foster opportunities for CBO leaders and workers to enhance their skills in NGO and CBO organisational development, and the distinctive role of civil society



2. Develop and disseminate quality, user-friendly resource materials that address the learning needs of community based organisations
3. Build on the lessons learned from existing capacity-building initiatives and work with the GDP Pacific trainers in supporting the capacity building of CBOs
4. Work in partnership with a recognised and supporting training institution to develop and deliver through distance education a certified management training and support programme for leaders of community based organisations

2.3 Regional Team of NGO Support Workers

1. Support an effective regional network of NGO capacity-building practitioners
2. Identify, develop and support Pacific NGO trainers in the delivery of the diploma programme, helping to create a pool of Pacific-based specialists who will increasingly teach the GDP in the Pacific
3. Organise and facilitate professional development opportunities including exchange or attachments for NGO capacity-building practitioners in the Pacific
4. Increase the capacity of the NLUs to develop and deliver capacity-building services to NGOs and CBOs, advocate on behalf of their constituency, and facilitate cooperation between development stakeholders
5. Facilitate coordination and cooperation between individuals and organisations that provide NGO capacity-building services
6. Collect and disseminate information on best practice and lessons learned from NGO capacity-building initiatives within the region and globally

2.4 Specific Capacity-Building Initiatives for NGOs and CBOs

1. Support capacity building in creating financial sustainability and resourcing for NGOs and CBOs. This will involve developing approaches to create a sustainable resource base, such as securing core funding
2. Develop mechanisms and processes for ongoing assessment of NGO capacity building needs and priorities
3. Build capacity for policy analysis and advocacy for effective understanding and advocacy on issues and concerns affecting development in the region
4. Build capacity for planning, implementation, monitoring, evaluation and reporting by providing training to develop these skills



3 Strengthening Key Relationships

Current Situation

PIANGO is only as strong as its membership and the membership provides PIANGO with the mandate to relate to its external stakeholders. For improved stakeholder relationships, PIANGO must work with both internal and external stakeholders. A responsive relationship with members is of primary importance.

Relationships between governments and NGOs in the Pacific are complex and vary considerably from country to country. In some Pacific Island countries, international and/or indigenous NGOs are given little official encouragement and can be seen as competition for aid money. NGOs that pursue controversial development agendas or advocate for social change are often viewed by government as being politically motivated. In many cases, NGOs have had considerable impact on governments, either by offering models for new government programmes, suggesting reforms to existing policies and/or critiquing new policy proposals. A strong relationship between NGOs and governments is critically important in achieving sustainable human development.

For many NGOs in the Pacific, official development assistance has become the primary vehicle for obtaining financial resources. While donor funding has given NGOs the opportunity to implement their projects it has also threatened the autonomy and decision-making ability of these organisations, leading to increased dependency on foreign aid. While some NGOs receive core funding, the majority do not. Achieving long-term sustainability of NGO programmes after external assistance has been withdrawn is a major outstanding issue for both donors and NGOs. Most NGOs in the region believe that operational procedures used by donors are complicated, inflexible and time-consuming thus impeding the efficient flow of financial resources to NGOs. Donors on the other hand require mechanisms that ensure transparency and accountability. Creating opportunities for ongoing dialogue between NGOs and donor agencies will help resolve these issues.

Although the economic impacts of globalisation continue to be a source of concern for people in the Pacific, PIANGO has cooperated with other regional NGOs to set up a network of NGOs to address the issues. A range of other initiatives and emerging issues will warrant all NGOs working together. This includes initiatives such as the Pacific Plan and MDGs, and issues such as sustainable development, HIV/AIDS and human rights.

Within PIANGO, members are seeking to be more effective in communicating and advocating issues with key stakeholders. Strengthening NLUs in this area will be a focus for PIANGO in the next five years.

Goal: Strengthening Key Relationships

High quality, responsive relationships within the Pacific NGO sector and between NGOs and their stakeholders.



Key Objectives

1. To strengthen the PIANGO network
2. To support better partnership amongst regional NGOs and their stakeholders in the region
3. To foster existing relationships with partners and explore relevant new partnerships
4. To foster good relationships between donors and the NGO sector
5. To promote multi-sectoral engagement involving both public and private sectors and civil society to address common concerns
6. To encourage positive working relationships between NGOs and Government – nationally, regionally and internationally – to work together for the common good
7. To identify and promote good practice in NGO/stakeholder relationships and the factors that contribute to a healthy environment for NGOs

Strategies

3.1 Internal Relations

3.1.1. *PIANGO NLUs*

1. Foster communication between NLUs and between PIANGO Board, Secretariat and NLUs
2. Support regular consultation with NLUs, including organising an annual mechanism for NLUs to meet, plan, share and learn, especially about good governance
3. Support NLUs to develop effective relationships with their national governments
4. Support NLUs to establish regular dialogue and share information with national, regional and international NGOs
5. Improve NGO understanding of NGO legitimacy and accountability issues

3.2 External Relations

3.2.1 *NGO and Government Relations*

1. Collect and disseminate information on 'best' policy and practice for NGO/government cooperation and partnership
2. Support regular dialogue between NGOs (including churches, other religious bodies and customary leaders) and governments at the national and regional level
3. Work with NLUs and government agencies to develop joint policy statements and guidelines to govern NGO – government relations at the national and regional level
4. Work with NLUs and government agencies to review and reform the legal and regulatory frameworks governing NGO activity in Pacific Island countries



3.2.2 NGO and Donor Relations

1. Collect and disseminate information on 'best' policy and practice for NGO/donor cooperation
2. Support NLUs to facilitate regular dialogue between NGOs and donors, including partner NGOs at the national level, around (i) the role of NGOs and (ii) increasing the relevance of aid flows to NGOs
3. Facilitate regular dialogue with donors, including partner NGOs at the regional level, around (i) the role of NGOs and (ii) increasing the relevance of aid flows to NGOs
4. Organise a multi-stakeholders workshop involving donors, Pacific partners and regional NGOs on NGO capacity building

3.2.3 Regional NGO and Inter-governmental Relations

1. Coordinate and work with regional NGOs to organise the Pacific CSO forum and other regional civil society activities
2. Revisit the memorandum of understanding on NGO capacity building between Pacific regional NGOs and undertake regular consultation with regional stakeholders
3. Engage with the Pacific Island Forum Secretariat on the role of civil society, especially in relation to the implementation of the Pacific Plan, including monitoring, evaluating and reporting on the progress of the Plan
4. Work with other regional NGOs for appropriate accreditation to the processes of the Pacific Islands Forum Secretariat

3.2.4 NGO and Multi-Lateral Agency Relations

1. Engage, through a mechanism of regular consultation, with multi-lateral agencies in the region on the role and issues of civil society in Pacific development issues. This will include a focus on monitoring, evaluating and reporting on the implementation of the MDGs, and other multi-lateral agreements in the region
2. Work with multi-lateral agencies to ensure the international accreditation of Pacific NGOs
3. Disseminate relevant information on multi-lateral agreements and protocols, including Commonwealth democratic values and principles
4. Work with multi-lateral development agencies to further the engagement of civil society in development processes

3.2.5 Public and the Media

1. Improve the flow of information between NGOs and the public at national, regional and international levels
2. Coordinate and support regular dialogue between NGOs and the media at national, regional and international levels
3. Compile information on strategies for creating effective relationships between the public, the media and civil society



4 Ensuring Quality Performance

Current Situation

The establishment of the Secretariat in Fiji (2004) marked a period of rapid change for the PIANGO network. Delegates at PIANGO Councils have identified several critical areas within the organisation itself including the importance of consolidation, consistency, quality and a focus on NLUs. Addressing these will enable PIANGO to become a more effective support agency for NGOs in the Pacific. Raising PIANGO's own profile as well as that of the NGO sector itself, enhancing the individual and collective effectiveness of the PIANGO network to provide relevant capacity building services, strengthening relations with other regional organisations, putting in place policies, codes of conduct and ethics, governance mechanisms and management systems, and securing sufficient human and financial resources to fulfill the PIANGO mission are seen as priorities.

PIANGO sees good governance as being participatory, transparent, accountable, equitable, inclusive, and responsive to the present and future needs of society. This needs to be a matter of constant attention for NGOs as much as it is for government and the private sector. The PIANGO Board takes seriously its ability to govern effectively. Equally important for PIANGO is to have a Secretariat that is professional and operates with the structures, systems and organisational culture necessary to ensure the implementation of the Strategic Plan.

Goal: Ensuring Quality Performance

An organisational structure, governance and management that will ensure productive, efficient, and cost-effective service delivery.

Key Objectives

1. To ensure good governance of the organisation
2. To ensure the organisation is appropriately structured, resourced and managed to implement the strategic plan
3. To develop a Secretariat that has a culture of being team-based, participatory and actively learns from experience
4. To encourage and plan for staff professional development
5. To ensure financial sustainability for the organisation

Strategies

4.1 Board

1. Provide overall direction and review for the organisation on strategy, policy and procedures, under the guidance of the PIANGO Council
2. Ensure that the organisation is financially viable and accountable
3. Protect and promote the core beliefs and values of the organisation
4. Ensure the necessary organisational structure and resources are in place for the roles and responsibilities of the Council, Board, Secretariat and National Liaison Units to be undertaken clearly and effectively



5. Ensure that the relationships with external partners and stakeholders are well managed
6. Strengthen the effectiveness of the Board through orientation and relevant training
7. Recruit the executive director and monitor the executive director's performance
8. Review and recommend relevant amendments to the Constitution, by-laws and policies and procedures that reflect changes in the structure and operation of the organisation

4.2 Secretariat

1. Develop policies and systems to recruit appropriately qualified and experienced staff
2. Establish and implement a staff professional development policy including an orientation and team building programme
3. Develop an annual plan to be endorsed by the Board
4. Develop and implement a comprehensive funding strategy
5. Establish and maintain effective and efficient internal administration and management systems including relevant guidelines and manuals
6. Procure and maintain appropriate office space, facilities, and equipment
7. Operate systems for annual planning, budgeting and evaluation of Secretariat programmes and activities
8. Organise the Sixth PIANGO Council Meeting (2008)



Annex 1

Principles to guide PIANGO's Capacity Building work

- **Participant Owned and Directed**

Capacity-building initiatives should be grounded in the needs and issues of the people they are meant to benefit in order for them to have a sense of ownership of these initiatives. Beneficiaries' involvement in both the design and delivery of capacity-building activities should provide continual assessment to ensure relevance. The impact will only be produced when people believe their efforts will help them accomplish their own development goals.

- **Focused and Flexible**

Clear and simple strategic focus areas that produce specific agreed upon outcomes, are definitely desired in NGO capacity building. Approaches should be culturally appropriate, participatory and incorporate interactive learning principles. Flexibility is required to respond to changing situations while maintaining a sense of direction, especially to continuously redesign and adapt when operating in a rapidly changing context.

- **Process Oriented**

Capacity building is an approach to development rather than a set of discrete or pre-packaged interventions. It is not a 'quick-fix' exercise accomplishment but a continuous process of shared learning and growth. It requires a long-term investment in people and their organisations and a commitment to processes where people can better influence the forces affecting their lives.

- **Value Driven**

Capacity-building activities should be guided by a clearly articulated philosophy and shared vision, values and beliefs that honour the uniqueness of Pacific Island peoples. It should not start with a focus on perceived weaknesses, but by the identification and reinforcement of existing strengths.

- **Context Specific**

Capacity building is deeply embedded in the social, economic, cultural and political environment. To become effective and appropriate to local circumstances, the programmes need to be extensively 'contextualised' to fit the cultural expectations, political contexts, economic circumstances and historical development of Pacific societies and their NGO communities.

- **Interdependent**

The need for support between capacity building facilitators and participants is essential. Productive relationships are enhanced by long-term commitment to joint work that serves the interests and utilises the comparative advantages of participating parties. Effective relationships require recognition of the special attributes of each party, and their interdependence for achieving desired goals.

- **Multi-faceted**

Capacity building must strengthen people at all levels to foster widespread development impact. Training individuals is an important component of building capacity in the NGO sector, but it is only one element of what should be a much broader, integrated approach involving a wide variety of related interventions.

- **Partnership**

The strengthening of partnership and capacity building by creating the essential linkage between public, private, and civil sectors of the society to ensure that long-term sustainability can be achieved.



Annex 2

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