



Bakanebo Tamaroa

Let me share with you PIANGO's warmest greetings that cannot be found anywhere other than the Pacific itself; a greeting that traverses mountains, cross valleys, negotiate islands and navigates oceans. A greeting that is collectively peaceful in voice and spirit, far from being tortuous in nature and manner, but one that is expressed in the simplest, though richest diversity of Pacific lucid and figurative speech lyrics that resonates into every way of life: but Fiji being our ever gracious host,

Bula Vinaka to you all.

I consider myself very privileged, and I do indeed take great pleasure in the task incumbent on me now, to report to you on the performance of PIANGO's Secretariat for the past three years since the last Council Meeting held at Waigani, Port Moresby, Papua New Guinea in 2005.

PART A

Overview of the PIANGO Secretariat: 2005 – 2008

A1. It is not unreasonable for me to say that PIANGO's journey through 2002 – 2005 was characterized with much apprehension as well as anxieties. These were the years when the advocacy for 'Non-Governmental Organisations' (NGOs) movement and 'civil society Organisations' (CSO) were still at their peak. It was also a period that featured conspicuous strained relations between NGO advocates and governments; a period when the latter inadvertently perceived NGO advocates as usurping their 'domains & spheres of influence', 'jurisdiction', etc, as elected governments. It should be most unfortunate if legacies from that perception still linger these days because NGOs or CSOs as we all acknowledge, are genuine partners in development, particularly in our Pacific where we, as Pacific islanders, are increasingly

finding ourselves being marginalized on our own terrains by forces beyond us.

The Strategic Areas of Focus

A2. The 4th PIANGO Council in Votualailai Fiji in July 2002 endorsed the strategic plan which identified four strategic focus areas for the Organization to work on. These were:

1) sharing of information; 2) capacity building; 3) the strengthening of key relationships, and 4) to strengthen and ensure quality performance.

A3. These strategic areas of focus were again reaffirmed in the 2005 Council and, given their direct relevance and immediate currency for our still embryonic NGO-movement in the Pacific, they were rightfully retained to form the core areas of focus for PIANGO's Strategic Plan of 2006-2010. This current Strategic Plan thus, itself sprouting from the 4 Areas of Strategic Focus, represents NGOs' aspirations and constitute core platforms for PIANGO's advocacy since its inception. They are admittedly, at the same time, representative of NGOs' and Pacific communities' weakest points and greatest stumbling blocks to their own social and economic development. The fact that the founders of PIANGO themselves, and members on subsequent Councils, elected these areas as still bearing direct relevance to their developmental needs should make it squarely incumbent on the Secretariat to embrace and approach them with much dynamism and veracity to the extent that every effort is devoted to their fulfillment.

A4. I should add however, that at this point in time and forward, the Secretariat intends to revisit them but only with the view of expanding them further to reflect PIANGO's evolving needs in these changing times and era, and to allow for its consistency and coherence with our Leaders' intentions as manifested in the 2005 Pacific Plan for which PIANGO was amongst the main contributors.

A5. I see this Council as an appropriate point in time for PIANGO and the Secretariat to revisit our focus areas to reflect PIANGO's evolving needs in these changing times and era, and to allow for its alignment and coherence with the Pacific Leaders' intentions as manifested in the 2005 Pacific Plan to which PIANGO was a key contributor.

A6. I am pleased to report that following the 4th and 5th Councils, much can be said by way of the Secretariat's positive inroads into the Goals and Strategies endorsed by both Councils. But in all fairness, it is

proper to say that enroute to this Council, it has not been smooth sailing all the way.

A7. Over the years since 2002, PIANGO owed its continued existence, in large measure to the New Zealand Government who chose to remain as our major donor partner. We are also equally grateful for our other donor partners who, in equal measure and spirit, continued to provide assistance wherever possible. I might add that PIANGO is enjoying an improving partner relations with the Australian Government, particularly most recently.

A8. Prior going into the substantive report, I must acknowledge the Leadership of past Executive Directors, in particular my predecessor, who was instrumental in directing and steering PIANGO's Secretariat until I took reins in January 2008.

A9. One of the notable 5th Council resolutions was recognizing the need to take stock of NLUs and the Secretariat staff strengths and 'not-for-profit corporate' needs. The Board of Governors was swift to follow through that need and commissioned a report which came to be known as the *Mary-Jane Rivers Report* upon which the 2006-2010 Strategic Plan was founded.



The Board of Governors 2005 – 2008: (L-R) Douglas, Claire, Drew, Adimaimalaga (Chair), Hiva, Madeleine and Sitiveni.

A10. In advancing the recommendations from the Mary-Jane Rivers' report, which are in themselves key and strategic to the Secretariat's functions, it is noteworthy that the activities recommended and pursued were the first real attempt at consolidating and strategizing the Secretariat's roles to par with the development mandates for Pacific communities and peoples, and as articulated in the 2005 Pacific Plan. Table 1 below in essence consist of remedial actions recommended by the consultancy and which were aimed at the Secretariat, in the first instance, for any overarching effect from the pursuit of the stated goals to be felt throughout the PIANGO membership.

Table 1. Mary-Jane Rivers Report Outcome

| Recommendation | Board Approv | Date Implemt | Progress to date | Financial Commitment |
|--|--------------|--------------|---|--|
| 1. PIANGO History | 2006 | 2006 | Still an evolving process | 15,000 |
| 2. Internal Mentoring and Support to ED ¹ | 2006 | Jan 2008 | Board still providing this service | 17,600 |
| 3. External. Mentoring and Support to ED | 2006 | Jan 2008 | The Technical Assistance Consultancy is still in its early stages | 52,000 |
| 4. 360 Degree PA ² trial with ED & Staff | 2006 | 2008 | The Secretariat is in its early stages of implementation. | Absorbed in Budget provision for Secret. |
| 5. AI ³ Approach | 2006 | 2008 | The process begun from 4 th PIMER and will continue to future PIMERS | As in (4) above |
| 6. Fin.Plan. & Mgmt Training for ED | 2006 | - | Intended activity lapsed following the departure of former ED | - |
| 7. Prof. Dvlpt Plnng | 2006 | - | Same as above | - |
| 8. Team Building | 2006 | - | An on-going process | - |
| 9. NLU/PIANGO Strengthening | 2006 | May 2008 | The Activity is included in GFA with New Zealand and implementation began in May 2008 up to 2011. | 197,200 |
| 10. 12-Months Report aftr Rivers | 2006 | 2007/2008 | Secretariat/Board commissioned Mary & John Cretney consultancy: The USP Internship became part of the exercise in 2008- PIANGO's Strategic Direction. | As in (3) above. |
| 11. Relat'ship With Other Funders | 2006 | 2008 | Successes in public relations/marketing efforts with AUSAID and other prospective funders from Europe. | As in (9) above |
| 12. With NZAID | 2006 | 2008 | The conclusion of the GFA is a clear manifestation of the improved relationship with the NZ government | 2,500 |

A11. They are in essence the Board's remedial actions towards consolidation and within the realm of PIANGO's endeavors from 'striving to thriving' – a then codified working ethic in response to the 'storm' that PIANGO was forced to weather out during the period immediately prior to 2005. While some of these Recommendations have been fully commissioned and completed, some are still on-going as they represent a long-term goal; for example, 'External Mentoring and Support to ED', 'Team Building', 'NLU/PIANGO Strengthening', etc.

¹ Executive Director

² Performance Assessment

³ Appreciative Inquiry

A12. The Mary-Jane Rivers' report recommendations formed the basis from which the Secretariat constructed its consolidation platform and upon which its program activities were refined. These program activities, though very similar in nature and manner with those enacted in 2005, evolved into their expanded form and scope following the inauguration of the Strategic Plan for 2006 -2010. A summary of the Strategic Goals, which were later adopted as Areas of Strategic Focus in the 2006-2010 Strategic Plan, is exhibited in Table 2 with current progress. These are funded under the 2008 Budget through the Grant Funding Agreement (GFA) with the New Zealand Government.



The New Zealand Acting High Commissioner to Fiji, HE Caroline McDonald with PIANGO Executive Director Bakanebo Tamaroa signing the GFA on Monday 9th June 2008, Suva Fiji.

Figure 1. New Zealand Funding 1999-2007

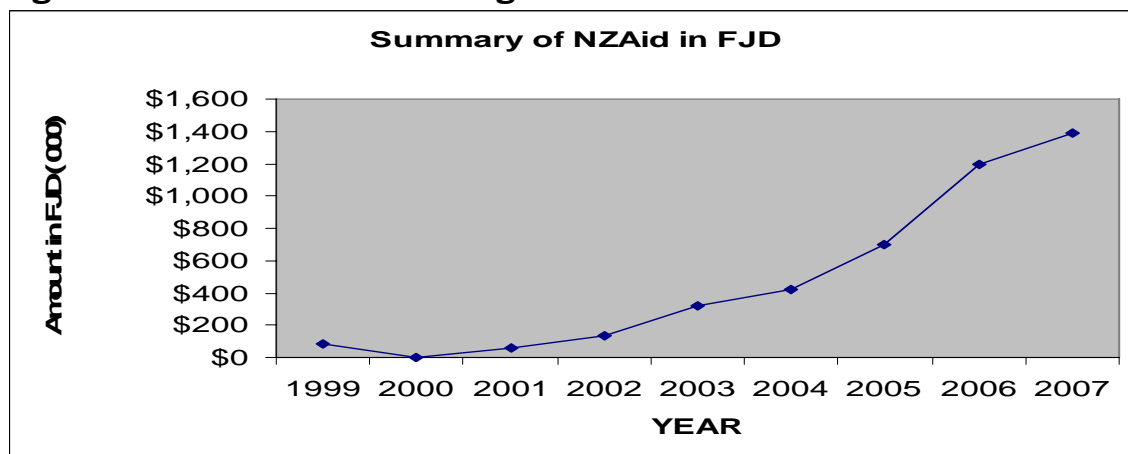
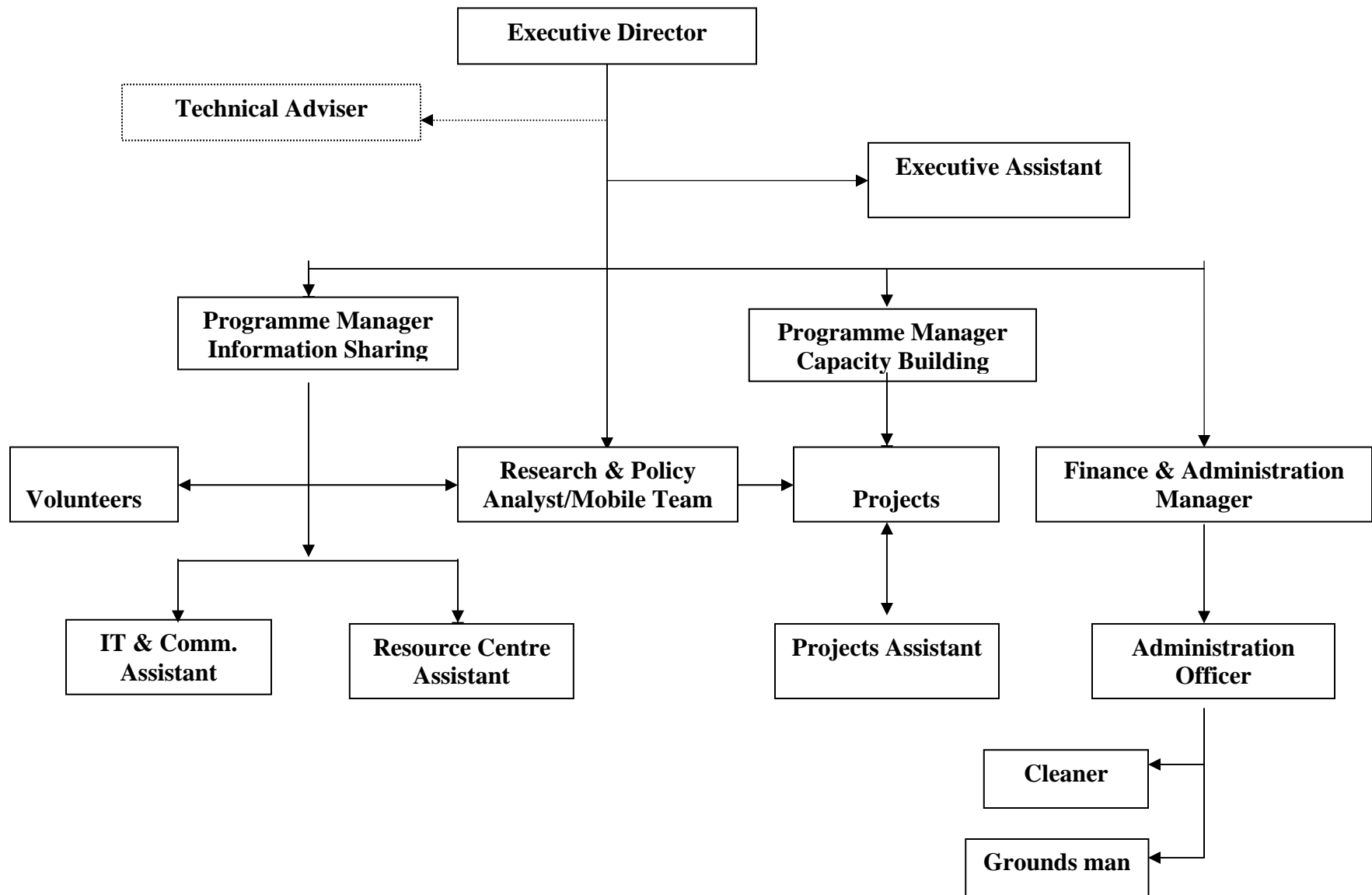


Table 2. PIANGO's Strategic Plan 2006 - 2010

| | |
|---|---|
| Resolutions/Strategic Goals 2005 | Status: August, '08 |
| R1. To provide relevant and timely information on issues and concerns effecting NGOs in the Pacific | |
| R1 Strategies Strategy 1: Resource Centre Strategy 2: Research Strategy 3: Publications Strategy 4: Information Technology | Resource Assistant in post Position to be filled soon Still on-going Arrangements underway |
| R2. To facilitate the design and delivery of quality training programmes and support services to NGO workers in the Pacific | |
| R2 Strategies Strategy 1: Diploma programme in NGO leadership and management Strategy 2: Distance education programme for community based organization Strategy 3: Mobile team of NGO support workers | On-going Initial approach made Team composition now actively pursued. |
| R3.To strengthen key relationships effecting the growth and development of the Pacific NGO sector | |
| R3 Strategies Strategy 1: NGO-government relationship Strategy 2: NGO-donor relations Strategy 3: NGO Coalition on Globalization Regional NGOs | On-going Relations improving Passive Improving |
| R4. To ensure that PIANGO is appropriately structured, governed, managed and resourced to conduct its activities in an effective & cost efficient manner. | |
| R4 Strategies The PIANGO Secretariat Office Space Human resources Financial Resources | Secretariat housed in new Office space. Office on permanent rent. More personnel to be recruited. Finances continue to be sought from donors |

A13. Imperative from the programmed activities was the need to actually operationalise the stated goals through a proper Organisation Structure. The Secretariat's Organisational Structure Chart is exhibited in Figure 2.

Figure 2. PIANGO's Secretariat Organizational Chart



Part B

Advancing the Four Areas of Strategic Focus

B1. Strategic Focus Area 1 - Sharing Information

Programme Goal: *‘equitable and universal access to relevant and timely information on issues and concerns to NGOs and civil society in the Pacific’.*

Summary of Activities/Outputs and Outcomes:

B1.1 The **PIANGO Link** is the flagship of PIANGO’s information sharing activities, with the delivery of quarterly news to National Liaison Units (NLUs), stakeholders and development partners. This activity has an allocation of \$4,000 for 1000 copies of **PIANGOLink** newsletters per quarter with the total cost of \$16,000 per annum. This includes layout designing, printing and distribution costs:

B1.2 1000 copies for Issue No.1.08 of PIANGOLink newsletters were printed and distributed to all NLUs, stakeholders and development partners;

B1.3 With respect to updating NLUs of other PIANGO activities, internal PIMER reports are produced and distributed, along with PIANGO annual reports, and reports of other regional meetings organised by PIANGO such as the Multi- Stakeholder Workshop, Regional CSO Forum and the PIANGO Council. The \$2,000 allocated for strategy 1.2 is to cater for the costs of printing and distribution of PIMER reports for NLUs;

B1.4 PIANGO will continue to produce and disseminate newsletters and reports from the Secretariat as it will provide essential regional information on PIANGO networks to PIANGO members, stakeholders and donors. In order to fulfill PIANGO’s role as the clearing house for information sharing in the Region, a one day meeting of PRNGO Information officers is convened by PIANGO as an information regional initiative for PRNGOs. A budget of \$250 is allocated to cater for refreshments and lunch of 10 Information officers or representatives from PRNGOs at the Secretariat;

B1.5 Due to the diversity of PIANGO membership, different and relevant databases are produced on national and regional NGOs, capacity – building initiatives and practices, donor and volunteer agencies to allow equitable access of information by NLUs, stakeholders and development partners. Costs of \$1,000 have been allocated for the 1st quarter of 2008

for the development of simple databases for NLU membership, Donor and Volunteer agencies that will be incorporated in the PIANGO website. The allocation of \$2,000 is required for preparatory costs for the Regional Mapping project initiative with Dev-Zone;

B1.6 The research portion of the strategic focus areas of 1.2.2 needs to be reviewed to allow for a more effective output. The amount of \$10,000 has been allocated to partner with credible research organisations or Academic institutions to commence the required research that will promote NGO and civil society development. Identified issues of concern include a Remittance Study in the Pacific (\$5,000) and History of PIANGO (\$15,000);

B1.7 In addressing the need to bring together relevant resources in the PIANGO Secretariat, the IS programme had converted the bottom flat of the Secretariat into the Regional Resource Centre. An amount of \$25,000 is allocated to cater for the wages of part-time Resource Centre Assistant of \$8,000 per year, the maintenance and upgrade of resource centre of \$7,000 and \$10,000 for the purchase of materials. (Books and resources);

B1.8 Communication is an important tool for every successful organisation, and as de-regulation within the communications industry spreads throughout the Pacific, the internet and access to it is now becoming an affordable business tool that can be better utilized for PIANGO and its members. PIANGO's current website provides information only, but to be effective the website must continue to develop into an interactive tool that will encourage members to participate and share their knowledge, supporting all areas of the Strategic Plan at a low cost. Development by our current host Dev-Zone in New Zealand will continue the partnership and benefits provided from this relationship, as well as provide standard website templates that can be utilized by our members for their own websites;

B1.9 Total costs in 2008 of \$16,500 are based on equivalent quotes from Fiji to develop and update the PIANGO website and base templates, and the costs associated with consulting Dev-Zone in New Zealand. This will cater for the budget line items of supporting 2-3 NLUs to develop website linked to PIANGO website, development of Phrase Two (to enable interactive website with NLUs) with Dev-zone, and maintenance of PIANGO and NLU websites;

B1.10 The 2009 and 2010 costs to train and support NLUs include flights/DSA to implement their new website and train the staff to update the website in their office in country. The 2009 and 2010 costs to consult with Dev/Zone include flights/DSA to meet with Dev-Zone, and the

costing for continuously maintaining and updating the website are for future development work of new tools to support PIANGO's work;

B.11 The promotion and publicity of the Secretariat is essential as it would allow the public and intended audience to understand the mission and vision of the Secretariat. It will also serve as the attracting device for more donors to assisting the delivery of the Secretariat programme activities in the region;

B1.12 An amount of \$15,000 has been allocated to ensure the production of media flyers, PIANGO brochure, calendar/year planner, t-shirts and banners for promotion of the Secretariat and PIANGO activities;

B1.13 300 monthly e-updates were distributed to all PIANGO email contacts that include NLUs, stakeholders and development partners;

B1.14 All books and publications in the Secretariat are currently being placed in resource centre;

B1.15 Inclusion of membership news on PIANGO website and update of PIANGO website;

B1.16 Volunteer agencies to allow equitable access of information by NLUs, stakeholders and development partners. Costs of \$1,000 have been allocated for the 1st quarter of 2008 for the development of simple databases for NLU membership, Donor and Volunteer agencies that will be incorporated in the PIANGO website. The allocation of \$2,000 is required for preparatory costs for the Regional Mapping project initiative with Dev-Zone;

B1.17 In ensuring that the information of Resource Centre is accessible to NLUs, stakeholders and development partners, the development of an on-line resource centre will be procured in 2009. Costs of \$2,500 have been allocated to outsource the production work on the on-line resource centre or airfare costs for a staff from PIANGO to travel Dev-Zone for technical advice or vice-versa;

B1.18 An amount of \$4,000 is allocated for the training of NLUs resource Centre staff. This amount is available for developing NLUs whereby they will be advised to apply to PIANGO for assistance



A MultiStakers' Workshop held in 2007, Suva Fiji

B1.19 Pacific Media Assistance Scheme training proposal of A\$85,000 to AUSAID has been approved and the Information Sharing Program is now implementing project activities articulated under the Scheme.

B2. Goal 2 - Capacity Building

Programme Goal: 'a well governed, managed & resourced NGOs and NGO Sector'.

Strategy 1: Diploma programme in NGO Leadership and Management: The Graduate Diploma Program (GDP)

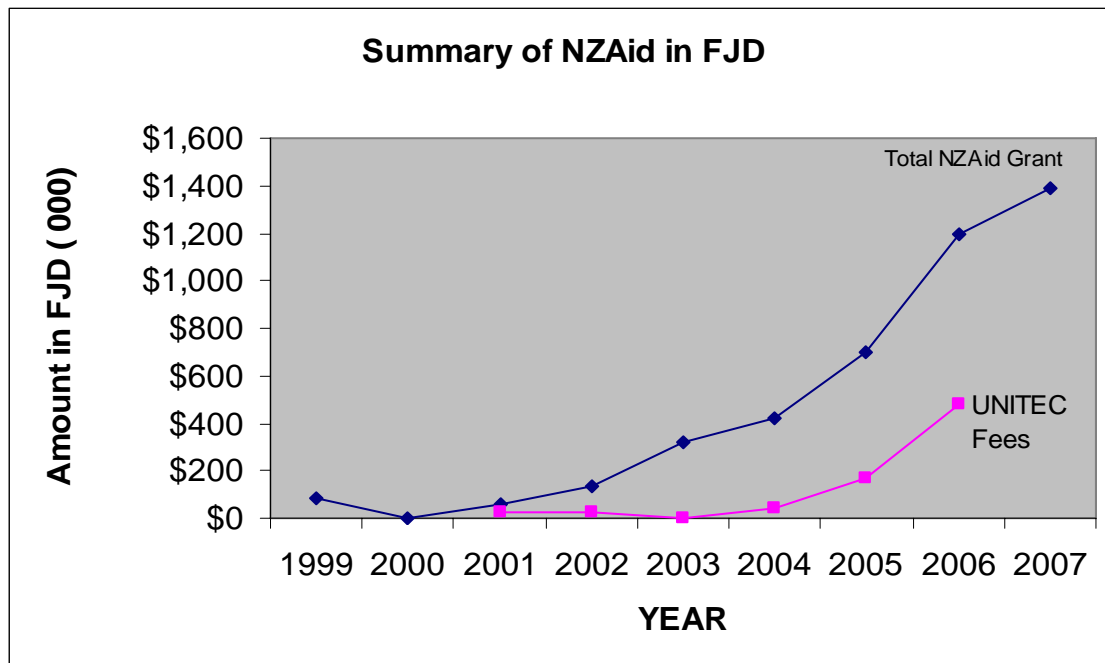
B2.1 The PIANGO/ Unitec partnership, begun in 1999, is still running but now with keener and increased interest from amongst our own Pacific networks, including demands for delivery in the northern Francophone and US Trust Territories. Since its inception, when FCOSS, SUNGO and VANGO were still actively delivering the initial courses, some NGO leaders from TANGO of Tuvalu, KANGO, DSE, TANGO of Tonga and the Tonga CSO Forum, including students from Solomon Is, Tonga, Samoa, Vanuatu, Fiji, Tuvalu, Kiribati, Nauru, have benefited from the various courses offered under this programme including NGOs leaders

B2.2 The GDP was reviewed in early 2005 and one of the major findings was that not one NGO learner has completed the study programme thus the need to continue the programme and partnership to enable learners

complete the programme. In July of the same year, a regional consultation was held to discuss the recommendations and to draw up an action plan. The consultation resolved to set up a GDP Programme Advisory Committee (PAC) with a specific TOR focused on improving the delivery and management of GDP under PIANGO.

B2.3 Amongst the agreements reached during the consultation was for the Unitec/PIANGO partnership to continue for another five years up to 2010, and, for its scope to be expanded to include delivery in other NLUs that have sufficient number of potential NGO leaders who would be willing and able to take on the study programme.

Figure 3. The NZAID Graduate Diploma Program



B2.4 Given that the programme is essentially geared towards building capacity at community and NLU levels, a number of local NGO leaders have been supported with the view that they would, in time, take over the role of local tutors and co-teach with Unitec accredited trainers. To date, 8 Pacific Trainers have been assisting Unitec trainers in delivering the GDP courses in their own vernacular – a step in the right direction towards realizing PIANGO’s eventual localization goal.

B2.5 I should add here too that it has been a practice to hold a GDP Training module on the back of each Annual NLU PIMER Consultation and, where feasible, other appropriate training sessions on either on PIANGO’s PIMER Framework and/or a Media Training for NLU

Information Liaison Officers. These have been successfully carried out on 2 occasions.

B2.6 It may also be opportune to report at this stage that in July, the Secretariat has began advancing the 'localisation vision' by holding serious discussions with the Pacific Institute of Advanced Studies in Development and Governance (PIAS-DG) of the University of the South Pacific (USP). The discussions were deemed strategic at this mid-way point with our current Strategic Plan and with less than 2 years to the end of extended agreement with Unitec.



GDP Graduation 2007, Tonga

Strategy 2: Distance education programme for community based organizations

B2.7 This was the other inducement that prompted our approach to USP as they own and operate an extensive network on 'Distant and Flexible Modes of Learning'. As mentioned, the preliminary discussions in this regard was on an enthusiastic note for both parties and it should add considerable value to both the GDP and the potential trainers who would

be able to produce user-friendly learning materials for community-based NGO leaders, in partnership with NGO leaders trained under the GDP programme.

B2.8 Utilising the USP's Extension Learning Facilities and its wide coverage, on the other hand, would directly help knit our widely dispersed communities together while at the same time bring the GDP home to aspiring learners who would otherwise not have the opportunity to pursue it.

Strategy 3: Mobile Team of NGO support workers

B2.9 At the end of the 5th Council, this long term strategy was identified with a clear mandate to explore ways of establishing and financing it through donor assistance. Funds for this facility have now been secured from the Australian Government by way of its 'Pacific Leaders Programme'. This need will be merged to a certain extent with that of the Research/Policy Analyst position under the new Organisation Structure, there is a newly created position specifically for this need but merged with and while although a bulk of its services will be provided through NLUs own national cadre of trainers who could be called upon to carry out capacity building initiatives at national and regional level.

B2.10 The Mobile Team will, beginning in September or October this year, commence its support services as intended to all NLUs through the organisation and conduct of professional trainings for NGO leaders over an agreed range of subject areas. These subject areas for 'Training of Trainers' will necessitate thorough consultation between our members immediately following the closure of this Council.

B3. Goal 3 - Strengthening Stakeholders Relations

Programme Goal: 'a high quality, responsive relationships within the Pacific NGO sector and between NGOs and their stakeholders'.

Summary of Activities/Outputs and Outcomes:

B3.1 Following the 2005 Council, PIANGO has consistently enjoyed improved and strengthened relations with its attendant increased engagement and visibility with regional development agencies and partners. This also included improved relations, engagement and profile with the Pacific Islands Forum Secretariat (PIFS) and CROP agencies. I must say though that just recently, and especially with the resignation of the former Secretary General, relations with the latter has somewhat spiraled downwards.



Greg Urwin (PIFS) receiving the 2006 CSO Communiqué from PIANGO Deputy Chair Drew Havea.

B3.2 Despite the efforts of PIANGO and the rest of the PRNGO network invested into nurturing our relationship with the PIFS, in particular the genuine engagement intentions of the former Secretary General, that bore fruit in the appointment of a NSA Officer at the PIFS, the recent exclusion of PIANGO to almost all FOC meetings is self-defeating to the spirit and intentions of the Consultative Status and Accreditation Arrangements.

B3.3 But this manifestation however should not preclude us from working in the spirit and mandate bestowed on us by the Leaders through the Pacific Plan. Neither should the ‘protectionism’ of the PIFS derail our commitments to our peoples in our Pacific communities whom we are tasked to serve.

B3.4 The 2008 annual NLU PIMER Consultation was held at Jovili Meo – Pacific Theological College from 20th – 23rd April. The Outcome and full Report of the consultation is attached with this report for further details.



Participants at the 2008 PIMER Consultation

B3.5 We, from the Secretariat, should like to believe the views expressed by the participating delegates at the Consultation that it was by far the best to date. Be that as it may, it was very encouraging, and inspiring, to witness the constructive exchange that transpired on differing issues raised in the agenda not only during the official programmes, but especially during the intervening breaks. It was at this PIMER consultation that delegates genuinely endorsed the need for the expansion of the GDP to the Northern members along with a crucial milestone decision to establish and hold Sub-Regional meetings of cluster-members of the north, south and west sub-regions.

B3.6 A Media Training for Media Liaison Officers was staged, conducted by the Experts from the Secretariat of the South Pacific in close conjunction with the PIANGO Information Sharing Program Manager. During the same consultation, the 'Appreciative Inquiry Approach' to project management and evaluation was introduced to delegates by the Executive Director with Tim O'Shaughnessy.

B3.7 A meeting of the Pacific Regional CSO Forum steering committee was convened back to back with the annual NLU PIMER Consultation. The steering committee comprised of representative from PIANGO Board, PIANGO Secretariat, NIUANGO, CID and Niue Community Auckland. The committee deliberated on specific roles as necessary for the upcoming CSO Forum and designated responsibility to each member to ensure the smooth conduct of the coming CSO Forum in Auckland. The date of the

CSO Forum was confirmed to be held from the 12th, 13th and 14th August.



PRNGO members hard at deliberation

B3.8 While PIANGO is looking after the logistics with its NLUs, the Pacific Regional NGO Alliance will work on the content of the forum. Quite a number of us attending this Council will participate in that Forum, scheduled in a few days time.



The Social Audit Training Workshop held at Nadawe, Nausori Fiji, in 2007 attended by all NLUs: co - funded by PIANGO.



CSO Forum 2006, Nuku'alofa, Tonga

B3.9 PIANGO, in a co-sponsorship arrangement with FSPI, co-hosted the PRNGO Retreat convened from 14th – 16th May. A significant outcome of the PRNGO Retreat was for PIANGO to take on the role of the Focal Point from PCRC. The report of that Retreat is a part of delegates' Council Papers.

B3.10 Since the last Board meeting, PIANGO had been invited to participate and contribute to the following regional and international fora:

- i) EU organised consultation with Government and Civil Society on Economic Partnership Agreement (EPA) in PNG. For the first time, PIANGO Secretariat took the lead role in organizing a Pacific NGO team to be represented and present as an inclusive PIANGO Team in this consultation. Members of the team that included the PCRC, Fiji Chamber of Commerce, Fiji Women Crisis Centre and VANGO, were very thankful to PIANGO for having seen fit to invite PANG as our expert and panel presenter on the issue; particularly considering that PANG was not invited by the organizers, and for the initiative and idea of attending the EPA consultation as a team and having a joint presentation from the Pacific NGOs;
- ii) PIANGO was invited by the Asia Pacific Group in partnership with AusAID and to present on PIANGO's role and its regulatory system at the Pacific Islands Regional Workshop on NPO

Regulation. The workshop was held at Novotel from the 20th – 24th April. Most of the participants were Government officials from around the Pacific region. NGOs represented including CIANGO, FANGO and PIANGO. ED's presentation is also attached to this report;

- iii) The Asia Pacific Centre of Education for International Understanding (APCEIU) was organizing a Pacific Regional workshop on Education for International Understand where Education Officers from Governments around the Region were invited. As a follow up of the Auckland consultation organised by APCEIU and UNESCO last year, PIANGO together with USP PIAS – DG were invited as guest speakers to this consultation. [The presentation prepared by the ED is also in the Delegates' Bag];
- iv) PIANGO was also invited to attend the consultation with CSO co-organized by Commonwealth Secretariat and Commonwealth Foundation in preparation for the Commonwealth Education Ministers' Meeting but unfortunately PIANGO could not be represented due to last minute information. ED approved Programme Manager – Information & Communication to represent PIANGO at this meeting but was unable to attend for 'visa reasons';
- v) The AusAID CSO Network Conference was held in Canberra Australia from 19th – 20th May 2008 and the Executive Director was invited to present on the "Perspective of Civil Society in the Pacific Region" [The power point presentation for this conference is also attached in this report]. The ED had the opportunity to actually convene a special meeting with the Deputy Director of CIVICUS, NZAID Governance Advisor, AusAID Pacific Leadership Programme Staff and visited ACFID Office back to back with this conference.

B4. Goal 4 Ensuring Quality Performance

Programme Goal: *'an organizational structure, governance and management that will ensure productive, efficient, and cost-effective service delivery'.*

Summary of Activities/Outputs and Outcomes:

B4.1 The Executive Director with the assistance of the Technical Advisor to PIANGO has completed the assignment with Maximize (A HR Consulting Firm) and has included the Report's base salary template for all secretariat staff (including vacant posts that are yet to be filled) in Delegates' Council Kit.

- i) The Secretariat had implemented the work on PIANGO new Salary Structure based on its new Organisational Structure in Figure 1;
- ii) The Secretariat is also proposing a standard format report for all PIANGO organized meetings and consultations especially at regional and international level and have submitted it to the Board for endorsement.

B4.2 Human resources

Although more staff need to be recruited in line with the Board's mandate and in accord with the Organisation Chart presented in Part A of this report, the Secretariat is well into the recruitment process with the Program Manager (Capacity Building) coming into post by the end of September.

Financial Resources

B4.3 Most of us, if not all, cannot forget the generous understanding afforded to us by the New Zealand government in 2002 when PIANGO was forced into a 'storm'. That was a time when the true value and meaning of 'partnership' was aggressively put to the test. NZAID must be commended for continuing its financial commitment providing core and programme funding to PIANGO.

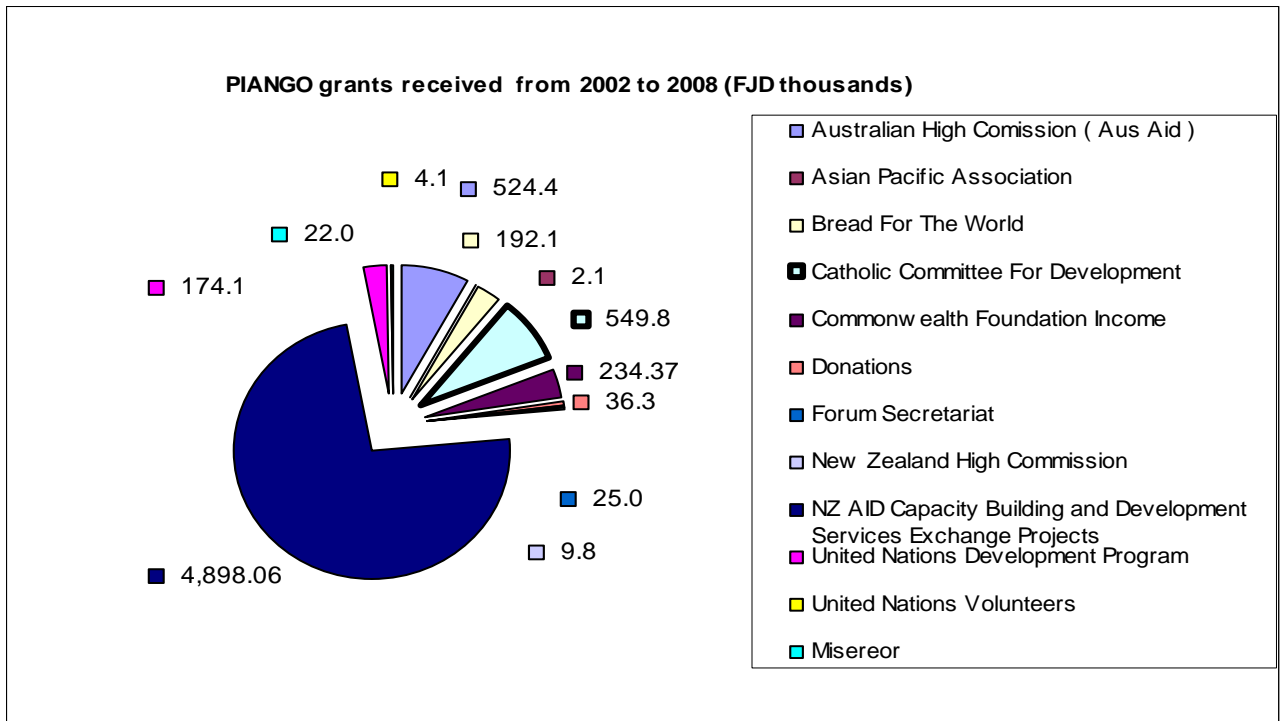
B4.4 Additionally, we are grateful to our other major donors – the Australian Government, the Commonwealth Foundation, CCFD, Bread for the World, Misereor, Australian Volunteers International, UNDP CIDA, Dev-Zone and the Forum Secretariat, for having stayed beside us all these years. Although PIANGO's program proposals to the European Union is yet to receive a favorable response, we are optimistic that in time the European Union will respond affirmatively.

B4.5 The total amount of grants received by PIANGO is exhibited at Figure 3 below and it is noteworthy that, with the onset of the New Zealand GFA worth FJD4,898,060.00, PIANGO is directly on track with its roadmap into financial sustainability. This does not however mean that PIANGO and its programmed activities and envisioned services for the Pacific communities are well accounted for now. No, there is indeed an immediate need to revisit our existing commitments as well as new

areas for new initiatives to enable us fulfill our obligations under the Pacific Plan.

B4.6 At the same time, I can say with much confidence that the initiatives as laid out in the Pacific Plan cannot be exhaustive in themselves as far as the developmental needs of our Pacific peoples are concerned. And given PIANGO’s strategic position within the Pacific community, we should always be alert, and sensitive, to the changing needs of our people who rightly consider our family of NGOs as fully representative of their aspirations.

Figure 5. Grants Received by PIANGO from 2002 - 2008



B4.7 In addition to the funds received as portrayed by the graph above, there are affirmative indications of further funding from other traditional funding sources but are not shown here as they are still in their early stages of negotiations. One important attribute of PIANGO’s scope of funding sources, beginning this year, is an expanded base of willing financial donors from Europe. The Misereor Society began its assistance package to PIANGO during the first quarter of this year and there are plans to expand and translate it into a permanent multi-year funding arrangement.

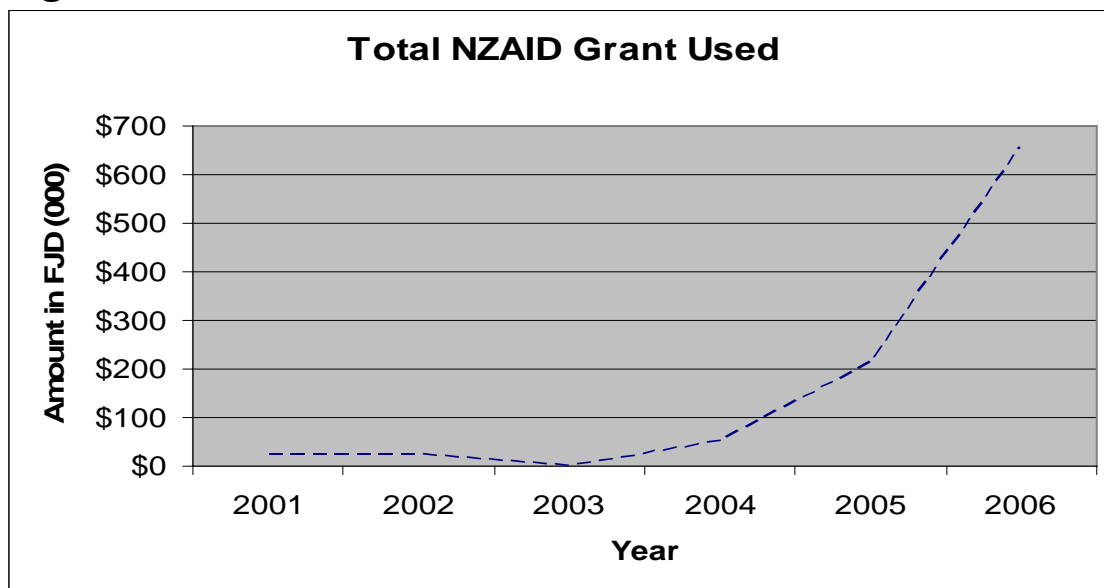
B4.8 I am heartened to report also that the Secretariat, following our visit at the beginning of the year to Europe, is also actively pursuing mutually-conducive relationships with a number of French-speaking and

Asia-based NGOs who expressed their interests in a partnership with PIANGO and assisting us develop and integrate our Francophone members into the mainstream flow of our PIANGO family. Given that our European partners have just recently joined our expanding financial benefactors, the Secretariat is yet to establish a substantive report on how their funds were utilized. These will of course come in it is due.

B4.9 Needless, PIANGO boasts a very transparent and accountable manner of putting to good use and accounting for all donor-generated monies, although one cannot deny that there is always plenty of room for improvement in the acquittal side of donor-funded programs.

B4.10 However, with the arrival of a new and qualified Finance Manager, the Secretariat can now more than ever reassure its donor-partners of coherent, accurate and timely acquittals. The graph below illustrates the level of utility by PIANGO of the New Zealand funding – New Zealand being the only multi-year funding donor, although there is very strong indication of all other donor-partners following suit.

Figure 6. Total Funds Used



B4.11 While PIANGO continue to receive positive signals in terms of its financial resources' continued sustainability, it ought to neither loose sight of fulfilling the obligations for which those funds were graciously availed nor to rigidly confine its vision to traditional program activities.

B4.12 A futuristic vision that should benefit all NLU members, and the peoples of the Pacific community at large, also need to be a core value of PIANGO's existence. It is therefore very proper for the Secretariat to

continue to explore ways of integrating revenue-enabling projects into its program focal areas through which the PIANGO network could remain viable and responsive to all those to whom it is responsible. This particular issue is one component of PIANGO's Strategic Direction discussed later in this Report.

B5. The PIANGO Board of Governors

B5.1 Through the richness of cultural diversity and innate wisdom of our Board membership, the Secretariat staff continue to inherit empowering endowments in terms of prudent cultural sensitivity, discernment in differing contexts and multi-faceted ways of approaching issues and resolving problems. In every way, this is uniquely PIANGO's asset from which we draw our strengths, as much as any other multi-cultural and transnational Organisation should.

B5.2 The proposed Constitutional amendments that are now being looked at by members of the Board forms one crucial component of its consolidation plans to synthesize and pedal PIANGO's coherence and leverage with the demands of current circumstances. This is, and should be, an on-going process that the existing, and future Boards will continue to undertake not only to keep up with changes but more so, to maintain PIANGO's pervasiveness at both regional and international fora.

B5.3 Members of the Board have received some training, and will continue to do so when they require it, to help them perform their roles and responsibilities in the best interest of PIANGO. Members were part of NGO leaders that enrolled for the GDP courses offered by Unitec. Of special significance was their enrolment in three GDP courses namely *Cultures and Values of Not for Profit Organisations*, *Governance* and *Financial Management*. Directors who have taken GDP courses have highly commended the courses and attributed the courses' contents to their improved performance as PIANGO Board members; the GDP for all intents and purposes, have contributed in a meaningful way in their respective leadership roles at the NLU and own 'home NGOs'.

B5.4 Since 2005, the Board has consistently held 3 Board meetings a year with the venues alternated between member NLU-countries. Resolutions emanating from those Board Meetings is a separate compilation also included in delegates' Council Bag for members' perusal and information.

PART C

PIANGO's PAST AND CURRENT CHALLENGES

C1. Undeniably, PIANGO, in much the same vein as any other developing Organisation, faces a double-edged burden of staff shortage and financial constraints. Of the essence is the extent to which these two 'burdens' self-reinforce each other; the longer it takes for PIANGO to recruit suitable personnel to positions identified as vital to PIANGOs' moving forward, the more prolonged the delay for financial (donor) assistance to flow in. Equally true will be the delayed implementation of program commitments, and the Secretariat's overall inability to fulfill both the Council's and Board's mandates.

C2. A qualified and full staff complement of the Secretariat is vitally fundamental if it is to become an articulate and functional machinery for the entire PIANGO family. Although meaningful steps are being actively advanced in that regard by the Board and Secretariat towards realizing that level of operational and effective platform, there are remaining operational issues to be resolved which the Secretariat is progressively addressing in close conjunction with reputable consultancy firms.

C3. Of particular interest is the new area of need identified by the same Council where the need to build the capacity of NGO workers to carry out research to contribute to their national and regional advocacy work was recognized. The Secretariat was then charged with the task of working towards merging closer links with existing tertiary institutions with the view to mould, identify and commission research work. In its recognition, the Council also expressly acknowledged the potentially pivotal role that NGOs can play in the monitoring and evaluation processes of the MDGs and the Pacific Plan, which in every respect is imperative for more emphasis on building capacity around research and analytical skills, including substantive working knowledge of research methodologies amongst NGO workers. To achieve this aspiration, PIANGO needs to identify areas that need to be studied and dialogue with research institutions for joint activities. The approach to the PIAS-DG in July was an exercise in this direction.

C4. It was also on this platform that the concept of a 'Mobile Training Team' evolved, as an extension of the 'Research Skills' approach to building capacity at NLU level. The Secretariat has, as expected, embraced that thinking by both the Council and Board and I am pleased to report that, AUSAID has agreed to avail funding for the 2 activities,

Research & Policy Analyst/Mobile Team, to form part of the Secretariat's core functions, hence, its inclusion in the Secretariat's Organisational Chart.

C5. It is always true that financing is the single and best cause for anxiety with NGOs like PIANGO, and I cannot pretend that the Secretariat is exempted from that. But while PIANGO continues to take concise inventory of both her existing and future strengths & challenges, it is also incumbent on her to manage these strengths & challenges within the realm of her existing financial resources. Accountability will continue to be a thorn in PIANGO's side if the Secretariat relaxes its control on its finances. Acquittal should continue to occupy a priority placement in the Secretariat's key functions.

C6. A latent but increasingly conspicuous challenge that PIANGO need to manage is the relationship with the PIFS. , our relations have had its fair share of ups and downs and this trend will never cease until and unless genuine understanding and partnership is woven between our two Organisations, and by extension, between the PIFS and the PRNGOs. For the latter, it falls on PIANGO's laps to come to an amicable resolve with the PIFS – a critical 'ocean-path' for the new Board to navigate through their inherent wisdom that is sourced from a rich reservoir of Pacific consciousness – a value that is equally abundant at PIFS.

PART D

ENVISIONING PIANGO'S STRATEGIC DIRECTION FOR POST-2010 JOURNEY

D1. In examining PIANGO's 'areas of strategic focus', and goals & objectives, it became apparent that dwelling on any theoretical ideal organizational model will not bring about real meaning into PIANGO's core functions and responsibilities. Neither will it position her on a strategic roadmap towards becoming a parallel Organisation to PIFS. More often than not, this has distracted many Organisations including quasi-governmental entities, from their key obligations resulting in internal tug-of-wars to extract the most privilege, the best of terms & conditions, including entitlements, etc. In its stead, PIANGO and the Secretariat for that matter, need to explore pathways into 'expansion and diversification' from the existing core functions and responsibilities as these embody PIANGO's very own strength and wagon to take her forward.

D2. Since PIANGO's constituents are based and scattered all over the region, it is only natural that PIANGO streamlines her efforts to building up the capacity of those constituents. As such, the Capacity Building Program should be intricately linked to all other areas of focus identified and approved by the Board.

D2. Although there is increasing recognition of NLUs having the capacity to take censorship of their own island communities, they still need their umbrella body PIANGO to construct enabling frameworks at the regional and international levels in order for their local functions to flourish. In addition, if PIANGO should place itself as a "mediating link" and principal force behind active pursuit of regional, and islands' issues as stipulated by the Leaders through the Pacific Plan, then PIANGO on its own accord should see more reason and rationale in seeking positive ways to directly engage in 'issue-based' commitments but which are contextualized to respective island communities through NLU networks, the GDP and PIMER consultations and other NGO partners, eg AVI, Misereor, etc.

D3. Having gained increased recognition from development donor-partners and peer Organizations both regionally and internationally, it is now imperative that PIANGO vigorously embark on exploring '**not only where it will be in 2010 after implementing the 2006-2010 Strategic Plan**', but of more relevance and imminent now is, '**how and what should PIANGO evolve into, come 2010**'. At the heart of that question;

D4. How is PIANGO working towards equipping herself to match that idealistic form, structure, outreach and/or nature?

D4.1 Whilst recent positive events could be taken as illuminating PIANGO's direction ahead, they should be embraced with some sense of caution because the events themselves mark the onset of a 'double burden' of challenges:

- i) in ensuring the efficacy (not excluding the coverage) of its planned developmental projects in the field, on the one hand; and
- ii) in streamlining its internal structural procedures and the management of her 'not-for-profit' corporate image on the other.

D4.2 The Mary-Jane Rivers report, identified 12 recommendations as discussed in Part One, spread under 4 main thematic areas for improvement namely: 'About PIANGO', 'Within PIANGO', 'With

Other Funders’ and an exclusive list for ‘NZAID’; these Themes directly corresponds to PIANGO’s 4 Main Areas of Focus.

Possible new areas for PIANGO’s Expanded Focus

D5. The Mary-Jane Rivers’ Report however omitted to explore the possibility of PIANGO expanding her ‘focus areas’ to tune in with the changing circumstances & times in which PIANGO found herself in. This may have directly been due to ‘expansion’ not an immediate concern at that time. I believe though that that time has now dawned on PIANGO.

D6. New ‘Focus Areas’ need to be identified and established parallel to the existing ‘Four Priority Goals’ to better place PIANGO in a position to maintain an effectively responsive and sufficiently flexible structure for her NLUs. It is opportune for the PIANGO Board and the Secretariat to identify such viable new priority areas at this early stage of PIANGO’s ‘revitalisation and consolidation’ plans. The following areas are now proffered and recommended as new areas for expansion where PIANGO could find and steer its Strategic Direction in the years beyond 2010:

D7. An Exclusive Regional CSO¹/NSA² Envelope administered by PIANGO

D7.1 In conceiving the idea, it is the Secretariat’s thinking that the Pacific Plan cannot be an exhaustive guide to the needs of Pacific peoples and communities. And neither could it ever become a compelling financial trigger for community-project financing. In essence, the Plan is just what it is – a plan and nothing more if one or more of the architects refuse to carry it through by any means.

D7.2 PIANGO should consider advocating for the establishment of an NGO/NSA Envelope equivalent to the EU/Regional NAO Envelope held at the PIFS, but held and administered by the PIANGO Board through an appointed Steering Committee, and to which all prospective donors are to be convinced to contribute. Such seed money would be made available for the exclusive use of all Pacific NGOs and CBOs.

D7.3 Although this was not impressed upon in the 4th PIMER, I believe it to be an exemplary ‘enabling mechanism’ that will have an empowering impact on NLUs and the numerous poverty-stricken Pacific communities:

- i) The relevance of this ‘regional NGO/NSA envelope’ will be its pivotal role to PIANGO’s development and transformation into both an “organization & network” instrument, while assuming a character of a ‘development movement’. Such an envelope

would need to be self-embracing enough as to address the differing developmental needs and opportunities inherent in the poverty-stricken communities around the region. At the same time, it should be flexible enough to collaborate with the political, economic, social and environmental realities and frameworks prevalent in PIANGO's member countries;

- ii) It is significantly imperative that PIANGO, if it is to assert its rightful place articulated in the Pacific Plan and Pacific communities' development, overtly displays its support of the Goals and aspirations of the Pacific Plan through more awareness and unequivocal advocacy activities throughout the region; and not only through CSO forums, CROP memberships and/or PIFS Working Groups. At the same time, PIANGO need to continue to invite the PIFS genuine partnership and impress more on the need to cooperate if the Pacific Plan is to be worthy cause;
- iii) PIANGO should focus on her NLUs' "contexts" which are essentially "issue-based" needs and respond by adjusting, and expanding the base of its focus-areas and operations from one of being a networking and agent for developing the capacity of NLUs, into absorbing these contextual needs of NLUs as well. Apparently, it is their NLU memberships themselves who may have found themselves restricted in their operations for their communities where funding otherwise due to them are handed out in "piece-meals" instead of substantive working capital & meaningful infrastructural assistance. Working collaboratively and in a mutually acceptable arrangement with local Development Banks would not harm PIANGO's efforts nor the intention with which the Regional Envelope was developed;
- iv) Micro finance facility – this is an area on which PIANGO, willing donor partners, local authorities and Development banks could work on to integrate it to form part of the Exclusive Envelope, or, as a separate facility operationalised on its own.

D8. Prospective Partners from Europe

D8.1 Closer relationship with international bodies such as CIVICUS, Commonwealth Foundation, United Nations Development Programme, the European Union, and other Europe-based NGOs such as Misereor, etc., need to be positively harnessed along the lines worked out and agreed with the NZAID and AUSAID.

D8.2 the prime advantage in PIANGO harnessing relationships with Europe-based NGOs include a multiple channel into the decision making processes of financial backers supporting their annual budgets, from whom and by extension - PIANGO's projects' financing is procured, and in particular the European Union Commission.

D8.3 I am pleased to report that the Secretariat has already begun engaging in this direction with very positive and we are optimistic that affirmative arrangements with some new Europe-based NGOs will materialize towards the end of this year.

D9. Amalgamating PRNGOs into PIANGO's Pacific Vision

D9.1 In return for PRNGOs' recognition of PIANGO strategic position to become and assume a central role in coordinating the interests and functions of all NGOs and PRNGOs alike in the region, PIANGO's Board should approach the concept of absorbing existing PRNGOs under her ambit with the utmost sensitivity and goodwill that PRNGOs themselves deserve.

D9.2 One could say that the emergence of these "regionally-focused" NGOs (now known as PRNGOs) had its origins in the gaps and lapses in PIANGO's past operations, management and focus. The fact that PIANGO's CEO changed hands three times in less than 4 years (2001 – 2004) bespeaks of this lapse. It was a period when PIANGO lost touch with not only the demands and needs of the changing times, but more so, the expanding contexts around which Pacific communities were evolving. With the abundant integrity and wisdom inherent in the current PIANGO Board, and for any future Board for that matter, PIANGO and PRNGOs alike can be assured of an amicable & constructive merger, and a clear path forward.

D10. Relationship between Governments and PIANGO

D10.1 Goal no. 3 talks about relationships: My impression is that the stated goal points towards NLUs, etc. The Rivers report pointed to a problem specifically related to Civil Society's alienation from governments' operations and '*ways of doing things*'. Of particular relevance, to governments' perceived attempts to deny NGOs access to the 'knowledge' held by Line Ministries departments. More often than not, this has been the suspected unspoken official practice of certain government departments and/or officials as a tool to deprive NGOs any measure of influence in the policy making, and other decision making, process.

D10.2 The actual nature and the extent to which this statement holds water is not clear: this needs to be clearly spelt out and areas of contention identified so as to enable the Secretariat work on remedial solutions and perhaps address such issues in the GDP programme. Is the absence of clarity or existence of mutual distrust a making of the government or the NGOs themselves? If PIANGO is to assert her place alongside the PIFS, and regional governments for that matter – she needs to dust out any elements of distrust while at the same time demonstrate its transparent wishes to co-exist in a mutually rewarding manner that puts ordinary community-folks at the fore of all considerations - a very critical prerequisite to meaningful and sustainable development of the Pacific - from her equation with the PIFS and regional governments.

D10.3 How this is evaluated & approached, again, beckons the good wisdom of PIANGO's Board of Governors.

D11. Diversification of the Capacity Building Programme (CBP)

D11.1 PIANGO need to re-look and actually define '*what and how*' it will continue her GDP programme: could the existing content of the GDP curricula continue to provide an 'enabling platform' to PIANGO and NLUs in their journey through these critical transitional period into a full-fledged Regional Organisation functioning parallel to the PIFS?

D12. re-aligning her existing functional operations in the CBP is an option that could be explored to pave the way for such an eventuality, through:

D12.1 re-orientating & diversifying the focus of her CBP to include some form of R&D activity; where pure academia or that of traditional training modalities that focus on proposal writing, absorptive capacity or ethics, etc., is integrated into a package that also include replication of successful competency training elsewhere at targeted locations/communities. This needs to be complimented by some form of "an enabling platform" and/or springboard to kick-start economic and social advancement;

- E.g, seed money or in-kind assistance provided at the end of the every capacity building training. This could take the forms of sewing machines (for school uniforms, general attire, etc), cooking utensils, in particular, energy efficient and solar cooker stoves that could be applied as a 'double- edged sword' to reduce fossil fuel & biomass usage while at the same time, cut out eye and respiratory diseases;

D13. Research & Development

D13.1 The scope, nature and manner of developing this new area of focus should rightly be assessed with full view of PIANGO's needs and those of her members and more importantly, as a platform for longitudinal assessment exercises of the Pacific community which PIANGO should keep herself abreast with.

D13.2 Appropriate staff members could be equipped with the necessary skills on suitable 'research methodologies' as well as their attendant analytical tools to enable PIANGO develop her own data base.

D13.3 In parallel with this 'research & development' component of the Capacity Building programme would be an alignment of a Benchmarking system that could act both as a self-appraisal tool for the Board, CEO and Program Managers, as well as a 'situational progress report' measurement to ensure that all programmes are on track.

D13.4 We consider it important though that these benchmarks are measurable, realistic and achievable. Mary omitted to lay some guidelines through which PIANGO could Develop clear Indicators, measurable benchmarks, etc., against which a realistic assessment of the level of progress/achievements so far reached could be possible. At the same time, these benchmarks could be applied to Consultants contracted to undertake some specialized functions.

D14. Monitoring and Evaluation

The Secretariat will continue to implement the PIMER Framework and institute what means and/or arrangements that this Council will instruct to level at program activities or focal areas identified through its proceedings. It will also endeavor to facilitate the integration of other meaningful and feasible monitoring and evaluation approaches without compromising PIANGO's umbrella role and or obligations.

D15. Concluding Remarks

D15.1 To some degree, PIANGO may do well not to dwell hard on its search for an ideally rigid management model, but to build on what it has at the moment and allow it to thrive through self-evaluation and consistent reflection by both the Board and Secretariat. The approaches

recommended by Mary-Jane Rivers, not excluding those identified by the Cretney Reports as well as the ‘Appreciative Inquiry’ approach drilled at the 4th PIMER consultation, may take some time to take root at the NLU level, and should be allowed to do so:

D15.2. A continued search may contribute to unnecessary distractions and drain on PIANGO’s human & financial resources, as much as it may detract her from focusing on the bigger picture embodied in the changing needs of NLUs.

D15.3 Where feasible, PIANGO may consider phasing out her engagement with foreign consultants on any required services, other than Volunteer services, that could otherwise be competently delivered by recognized indigenous experts, and with more direct relevance, through the expanding pool of Graduates from PIANGO’s own Graduate Diploma Program.

D15.4 PIANGO’s continued physical visibility (and integration with communities) through the engagement of indigenous experts in needs assessment consultancies aimed at the grassroots, cross-cultural exchange schemes, etc., will go a long way to cementing our collective sense of ownership of PIANGO throughout the Pacific.

D15.5 Likewise, the ‘exchange study-tour scheme’ agreed to, and affirmed during the last PIMER consultation, should be an effective extension to increased awareness of PIANGO’s values, developmental roles and ultimately, ownership of PIANGO by the Pacific people. The envisaged ensuing confidence in PIANGO by other stakeholders (donors in particular) will be a natural flow-on effect from these positive initiatives.

D15.6 PIANGO’s Board of Governors, should not only be felt but also seen to deliver on her commitment “*to provide significant leadership in the revitalization of the Organisation*”. It was a downhill journey for PIANGO in the 4 years preceding 2006 principally because the Secretariat, and perhaps the Board then, lost sight of its original philosophy and founding values that used to knit them together tightly. Hence it was fraught with conflicts of differing nature and scope. This largely contributed to the onset and “gaining strength and ground of regionally-focused, program delivery NGOs” because of the loss and lapse in PIANGO’s focus.

D15.7 Since the 2005 Council, it is most heartening to note and observe the Board’s personalized commitment to reverse that trend; in fact PIANGO is well into a U-turn with the Board asserting its right and obligation to transparent mentoring, governance and ultimately

leadership by example that had rightly geared the Secretariat and PIANGO's entire membership by extension, towards her regional focus. On retrospect, I believe that the events of 2002 and up to 2005 were a blessing in disguise for PIANGO's new opportunities that now lay ahead and a foretaste of PIANGO's new Strategic Direction in which its values and ways forward are revisited, re-examined and ultimately re-articulated: not for the sake of change, but for the sake of our constituents to cope with the demands of change and development. With these expanded strategic areas of focus, I believe, and I think you also believe it too, that PIANGO will be empowered to maintain the flexibility, integrity and uniqueness of PIANGO in the service of our peoples throughout the region.

D15.8 We, and in particular the Secretariat, must always search for new strategies to enable PIANGO meet its goal and deliver to our membership. It should be a given that 'our future must prevail over our past', and as such, we need to not only 'row' but more importantly, 'weave' together, for a better, sustainable and peaceful future for the NGO sector and the Pacific community at large.



Your Secretariat(L-R): Bakanebo, Emele, Litiana, Kiji, Colati, Julie, Katabwena and Louisa. Absent: Reshma, Laisenia, and Itintaake.

On that note, allow me to sound PIANGO's conch shell to prompt nothing else but our utmost, in our journey together into 2010 and beyond: the beginning of a new decade in this new millennium, but one that we are ready to sail with.

Thank you all and may Health, Peace and Prosperity be upon PIANGO and us all, ALWAYS.

KAM BATI N RABWA.



Greg Urwin (PIFS) and Krish Narayan (Commonwealth Foundation) at the 2006 CSO Forum, Nadi, Fiji

