



PIANGO

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

annual report

2006

Strengthening NGO effectiveness
through good governance
and partnership

ACKNOWLEDGEMENTS

PIANGO members, Executive Committee and Staff wish to acknowledge with appreciation the support generously received from our donors and partners. Without them our mission would not have been realised.



PIANGO PROFILE

PIANGO is a regional network of NGO focal points which act as co-ordinating bodies in their respective countries and are known as National Liaison Units (NLUs). The NLUs are based in 21 Pacific Island countries and territories. PIANGO was formally established in 1991 to assist NGOs in the Pacific 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 initiatives in the Pacific region.

PIANGO is the only Pacific inter-regional civil society organisation playing a critical pivotal infrastructural role for a large and developing, widely dispersed and complex NGO sector. PIANGO has made significant strides to augment its role and establish itself as vital means of support for NGOs throughout the Pacific.

PIANGO is one of the lead organisations working towards formal recognition and accreditation by the Pacific Islands Forum as well as other inter-governmental organisations such as the United Nations family of organisations and the European Union.

PIANGO exists to enable the Pacific extended family of NGOs to more effectively promote and advance the interests and well being of their people. More specifically, PIANGO is a network of Pacific NGOs, existing to facilitate communication, provide a common voice at regional and international forums, assist NGOs to strengthen and develop Pacific identities, unity, cultures and forms of social action, as well as to improve the well being of the communities they serve.



PIANGO Board members, staff, Heads of NLUs with the New Zealand High Commissioner to Fiji, H.E Mr. Michael Green at the 1st PIANGO NLU PIMER Circle in April 2006.

PIANGO ACHIEVES ITS MISSION BY

- facilitating active networking among NGOs at all levels throughout the region,
- promoting and enabling access to sharing and dissemination of information, ideas, experience and resources (including human resources) among NGOs throughout the region,
- enabling NGOs to better understand, fulfil and develop their roles and functions and strengthen their organisation and programme capacities,
- assisting in identifying, monitoring and analysing the needs of people in the Pacific and increasing the role Pacific people play in their own development with special emphasis on women and youth,
- providing a means for a collective voice and action on issues of concern to NGOs and the people they serve,
- playing an active role in promoting a regional Pacific identity and Pacific ways of thinking, responding and co-operating with other networks and organisations within or beyond the region that have similar aims.



(L-R) Annie Homasi (TANGO), Adimaimalaga Tafuna'i (PIANGO), Mary Jane Rivers (facilitator) and Iosefa Maiava (Deputy Secretary General, PIFS) at the 1st PIANGO NLU PIMER Circle held in April 2006.

PIANGO 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.

CHAIRPERSON'S REPORT

The past year has been a busy and exciting year for the PIANGO secretariat and Board, as well as for all the NLUs. So much seems to be happening both nationally and regionally which continued to draw us closer together.

The PIANGO board is honored that H.E Mr. Greg Urwin, the Secretary General of the Pacific Islands Forum Secretariat (PIFS) invited our Executive Director, Cema Bolabola to be a member of the Secretary General's Reference Group on the Pacific Plan and we are pleased that PIANGO as the umbrella organisation for civil society and NGOs in the Pacific region is involved in the implementation and consultations on the Pacific Plan. The concept of regionalism that the Pacific Plan is based on, is all about Pacific Island countries coming together and working towards a better future, not only for our own respective countries, but for the Pacific region as a whole. The PIANGO Board would also like to urge all NGOs and civil society organisations in the Pacific to take this example and look regionally as well as nationally when developing their own plans.

Earlier in the year, I was particularly excited on the initiative to bring the Heads of NLUs together on a regular basis. This was a new initiative for PIANGO and we hope that the opportunities would be well utilised so that respective donor see the value and continue to fund future consultations.

Finally, after some eight years, we are in the position to graduate some 46 Pacific Island NGO leaders from the Unitec Graduate Diploma in Not for Profit Management Programme. This was a milestone for PIANGO and the beginning of a new era for NGOs in the Pacific, as we front up to the challenges of good governance and accountability being championed by our governments and partners. We just might be looking at an era when people can no longer say that aid has failed the Pacific, because donors are allowing NGOs more direct access to aid as a direct result of NGOs being in a position to manage the aid they receive. We thank Unitec not only for developing this great programme, but for all the hard work of its staff and NZAID for continuing to fund this programme which is already showing its real impacts on programmes in the Pacific.

In closing, I would like to thank all our donor partners for their faith in our PIANGO family. The PIANGO secretariat would not have able to implement its important role and functions and execute its programme activities without the assistance of our donor partners.

With the support from our 21 National Liaison Units, the PIANGO secretariat will continue to persist on strengthening NGO effectiveness in the Pacific.

Thank You



A handwritten signature in black ink, which appears to read 'Adimaimalaga Tafuna'i'.

Adimaimalaga Tafuna'i
Chairperson
PIANGO Board

BOARD MEMBERS



Adimaimalaga Tafuna'i
PIANGO Chairperson
SUNGO Samoa



Madeleina Ayawa
UTLN Kanaky/New Caledonia



Drew Havea
CSFT Tonga



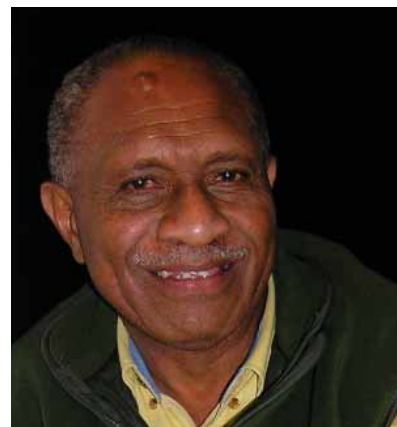
Douglas Ngwele
VANGO Vanuatu



Ahohiva Levi
NIANGO Niue



Clare Baiteke
KANGO Kiribati



Sitiveni Turaganibure
FCOSS Fiji

EXECUTIVE DIRECTOR'S REPORT

PIANGO's achievements during the year indicate that PIANGO worked towards confirming its leadership position within the Pacific civil society sector. With the Board and the NLUs, we published and launched the revised PIANGO Strategic Plan 2006-2010 and sought resources to implement the strategies to realise the plan.

We improved our clearinghouse function for better and more efficient information sharing activities. After many years of NZAID and Unitec partnership, PIANGO was able to record its first graduate under Graduate Diploma in Not-for-Profit Management Programme (GDP) which Unitec has delivered at a distance through PIANGO to the NLUs. We vouch to improve the number of graduates in 2007. We instituted an annual mechanism for Heads of NLUs to come together to share in the planning, implementation, monitoring, evaluation and reporting (PIMER) on the programme of the organisation. The 1st PIANGO NLU PIMER Circle was borne and the second one held later in the year. With the continued support of partners, PIANGO successfully hosted the annual Pacific Regional CSO Forum 2006 held in Nadi and was rated by participants as one of the best regional CSO forums organised. We assured the Pacific civil society that the content and processes of the Pacific CSO Forum would continue to improve.

Stakeholders of Pacific NGOs sought to engage with PIANGO as the major representative of Pacific civil society and NGOs. We continued to support the Pacific regional NGO network and participated in the international civil society forums like the CIVICUS World Assembly. PIANGO engaged more effectively with the Pacific Islands Forum Secretariat, the CROP agencies, United Nations agencies in the region, the Asian Development Bank, the European Union, the World Bank and the International Monetary Fund.

The secretariat of PIANGO was able to achieve those milestones with the support of the Board, the NLUs, PIANGO partners and stakeholders. We acknowledge the resources and advice provided during the year principally from NZAID which has been with PIANGO to weather out the proverbial storm we experienced over time. Our partners that also resourced PIANGO's activities during the year included AusAID, CCFD, Commonwealth Foundation, the Pacific Islands Forum Secretariat and the UNDP Pacific Centre.

The strategic review of PIANGO by Mary Jane Rivers provided PIANGO with a forward looking strategy. To position itself in the region, PIANGO would need *'to think like a movement... act like an organisation'*. We at the PIANGO secretariat as a priority, continue to identify ways to strengthen the PIANGO membership network through effective engagement with and between the membership and its governance mechanisms.

We proposed the need to review our constitution, produce a PIANGO Code of Ethics, improve our governance through better policies and procedures for administration and the need for PIANGO to continue to be accountable to all its internal and external stakeholders and be transparent in its decision making. With such a forward looking strategy, the PIANGO canoe should be able to cope with any change in the Pacific regional front.

Thank You



A handwritten signature in black ink, which appears to read 'Cema Bolabola'. The signature is fluid and cursive.

Cema Bolabola
Executive Director
Suva

STRATEGIC FOCUS AREA 1

Sharing Information

Goal 1

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

1.1 Publications

Activities and Outputs

To ensure that timely and relevant information is shared to NLUs, partners and stakeholders, the monthly PIANGO e-Update continued to be distributed on the last working day of each month. This provides summary information that gives readers a brief overview of activities occurring in the region and activities from the secretariat, NLUs, donors, partners and stakeholders. The quarterly PIANGO Link Newsletters for the 2nd and 3rd quarters of 2006 were printed and distributed. The Strategic Plan 2006-2010 was finalised, printed, distributed to all NLUs, development partners and stakeholders and launched by the NZ High Commissioner at the secretariat on 4th September 2006. The final report for the 1st PIANGO NLU PIMER Circle was distributed at the 2nd PIANGO NLU PIMER Circle, providing a record for the inaugural Planning, Implementation, Monitoring, Evaluation and Reporting consultation for Heads of NLUs.

Outcomes

The publications provided relevant information which raises knowledge and awareness of resources and NGO activities occurring within the region. The publications also produce records of the activities for reference with the Strategic Plan demonstrating a clear direction for the PIANGO secretariat.

1.2 Research

Activities and Outputs

Research on donor and volunteer agencies began with the intention of producing directories for NGOs in the region. Draft publications were provided to the NLUs at the 2nd PIANGO NLU PIMER Circle for feedback. The preparatory meeting towards the Regional Mapping Project eventuated between PIANGO, Dev- Zone, UNDP, FCOSS and the University of the South Pacific (USP).

Outcomes

NGOs and CSOs in the region will be more informed on donor and volunteer agencies. Information on the sustaining grants and resources is available for NGOs and CSOs. The mapping project will provide current and more in-depth information on NGOs in the Pacific, which will be useful for donors recipients and prospective projects implementers.

1.3 Resource Centre

Activities and Outputs

A location within the secretariat has been identified to be the resource centre and the secretariat is in the process of collecting materials. PIANGO was also present at the 'Information for All' symposium organised by the Fiji Library Association at USP.

Outcomes

The Resource Centre will provide added information for the secretariat and NGOs to provide sustainability of their organisations.

STRATEGIC FOCUS AREA 1

Sharing Information

1.4 Information Technology

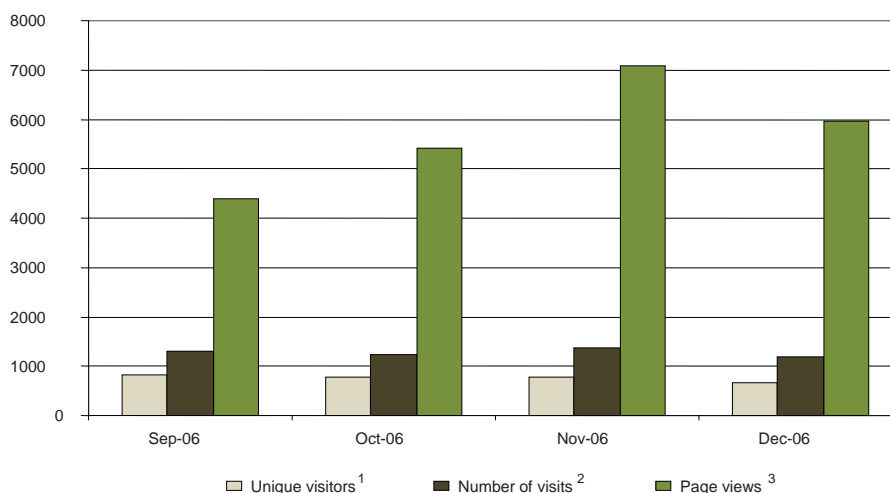
Activities and Outputs

The PIANGO website is now being managed within the secretariat with the news items being updated regularly. The monthly e-Update (English and French), CSO Communiqués, PIFS accreditation policy are available on the PIANGO website. Standard information about each NLU and the PIANGO Strategic Plan in English and French is also available on the PIANGO website. A Help Guide for developing a website has been distributed to selected NLUs with a general computer help guide produced to assist the secretariat staff with the use of email while out of the office. The downtrend in visitors to the PIANGO web site (Figure 1) was due to public holidays and annual leave at that time of the year.

Outcomes

The PIANGO website provides a wide promotion of the secretariat through the World Wide Web. Stakeholders and partners are more informed on the activities of the secretariat, allowing for better planning and monitoring mechanism.

Visitation to PIANGO Website (Figure 1)



1.5 Promotion and Publicity

Activities and Outputs

The PIANGO secretariat chose a new 'brand' for the organisation. The production of banners and logo banners were developed and printed for the 2nd PIANGO NLU PIMER Circle & CSO Forum. These will be used at annual events. Also the 2007 wall calendars and year planners were developed and distributed to all NLUs, partners and stakeholders.

Outcomes

The consistent 'brand' will make all PIANGO publications and publicity material easily recognisable from other publications. Standardised banners, logo and promotional material reflect and promote consistent branding and image for PIANGO.

¹ A **unique visitor** describes a unit of traffic to a web site, counting each visitor only once in the time frame of the report.

² A **visit** is a series of requests from the same uniquely identified client with a set time-out. A visit is expected to contain multiple page views.

³ A **page view** is a request to load a single page of an Internet site. On the web, a request would result from a web surfer clicking on a link on another HTML page pointing to the page in question. This should not be confused with a hit, which refers to a request for a file from a web server. Therefore there may be many hits per page view.

STRATEGIC FOCUS AREA 2

Building Capacity

Goal 2

Well governed, managed and resourced NGOs and NGO Sector.

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

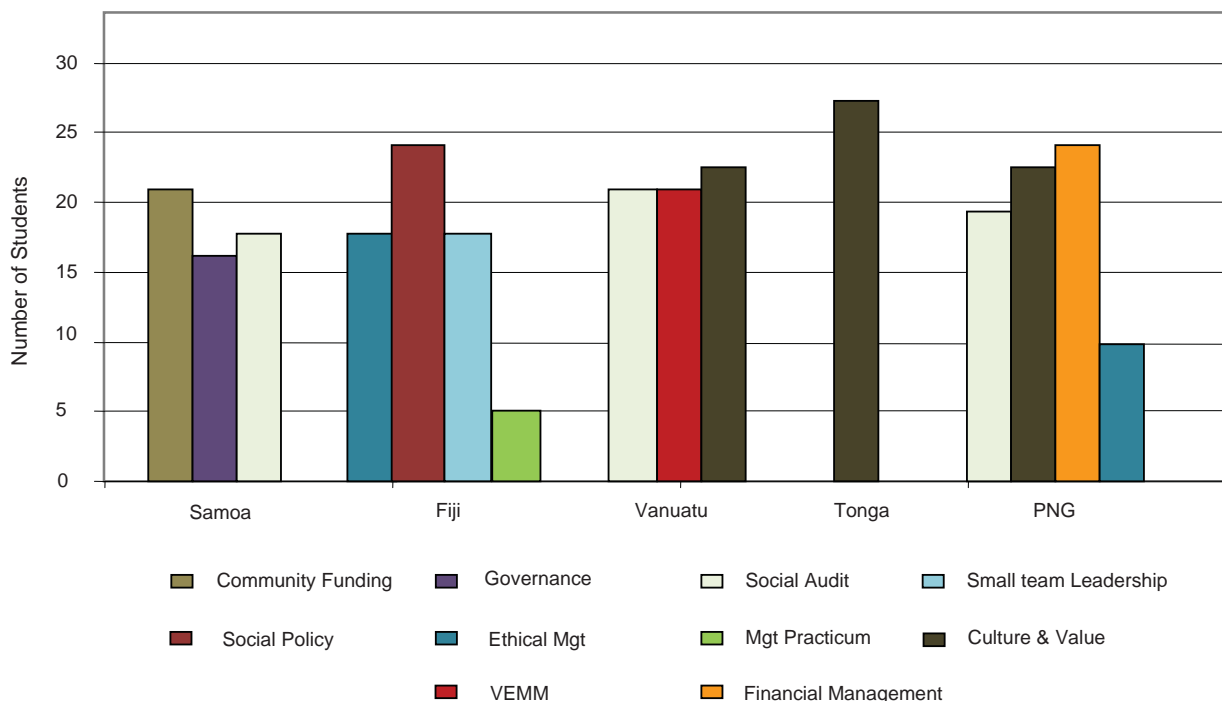
Activities and Outputs

Throughout the year, a total of 14 GDP courses were implemented in five Pacific countries including Fiji, PNG, Samoa, Vanuatu and Tonga that hosted the Culture and Values (GDP) course for the first time (Figure 2). Two GDP Advisory Committee meetings were held, the first in Auckland, New Zealand during the month of February and the other in Fiji held simultaneously with the Social Policy (GDP) course in August. The Annual Advance Training of Trainers in Auckland was attended by 11 Pacific Trainers including Melanesian NGO Centre for Leaders (MNCL) trainers. GDP Administrators in country were identified towards the end of 2006.

Outcomes

In total, 280 students successfully completed the offered GDP courses with increasing number of students from NLU's. A total of seven Pacific Trainers enhanced their capacity by assisting Unitec Trainers in the delivery of the GDP courses. The GDP courses allow for more knowledgeable and skilful workers in the NGO and Civil Based Organisations (CBO) sectors.

Graduate Diploma Programme courses in 2006 (Figure 2)



STRATEGIC FOCUS AREA 2

Building Capacity

2.2 Building Capacity for Community Based Organisations

Activities and Outputs:

Two meetings were held between USP (Centre for Continuing Education) and PIANGO during the year to discuss the possibility of GDP courses to be offered through distance learning. PIANGO proposed that USP utilise existing Pacific Trainers in designing and developing the GDP courses with USP staff, following the USP criteria for course development. PIANGO's proposal for community based organisations was submitted to the CROP meeting in Nadi for European Union (EU) EDF10. This proposal was a follow up to the Pacific Skills Link – NGO Capacity Building that aims at strengthening the umbrella NGOs and in return strengthening their own members and the NGO sector in their own countries. A survey was conducted for a directory of NGOs who provide capacity building trainings and who had developed training manuals that are more user-friendly for NGOs and CBOs.

Outcomes

Increased number of NGO leaders and workers access appropriate courses to assist them in their work, more informed about NGO issues and able to contribute to addressing current issues including HIV/AIDs, gender, youth development, etc. Increased number of informed NGO and CBO leaders and staff are involved in decision making at national level and participate more effectively in their own developments.

2.3 Regional Team of NGO Support Workers

Activities and Outputs

A survey was conducted for a directory on Pacific NGOs who provide capacity building initiatives on identified issues. Eight Pacific trainers have been assisting Unitec trainers in delivering GDP courses in their own countries. A number of PSL-NGO Capacity Building training materials have been distributed to NGOs. A team including a representative from the Pacific Centre for Public Integrity, Non-State Actors Liaison Officer from PIFS and a PIANGO representative visited Nauru in September for a joint effort to assist NIANGO in establishing its secretariat.

Outcomes

A national umbrella NGO (NIANGO-Nauru) was provided with appropriate tools and skills to assist its members in achieving their goals and objectives. NGOs/CBOs are more informed of each other's activities, policies and missions. They choose wisely when and how to work together to increase their collective voice in policy and programming decisions.

2.4 Specific Capacity Building Initiatives

Activities and Outputs

The secretariat hired a researcher to conduct an inventory on local experts on Policy Analysis and Advocacy, Monitoring and Evaluation, Financial Sustainability and Resourcing in eight countries including Fiji, Tonga, Samoa, Vanuatu, Tuvalu, Kiribati, Solomon Islands and Papua New Guinea. A directory of these local experts on issues per subject, per country was compiled and is available on the PIANGO website.

Outcomes

The inventory pools together groups of Pacific expertise in areas of Policy Analysis and Advocacy, Monitoring and Evaluation, Financial Sustainability and Resourcing who can be utilised by CSOs, governments, donors and other stakeholders for national or regional training. It also utilises the existing expertise in the Pacific and allows the training to be delivered in the local language.

STRATEGIC FOCUS AREA 3

Strengthening Key Relations

Goal 3

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

3.1 Internal Relations

Activities and Outputs

The PIANGO secretariat continued to play a clearinghouse role for NLUs and Board members and distributed information on regional and international issues on ACP/EU EPAs, scholarships, funding opportunities and the political situation in the various Pacific countries. To improve its engagement with NLUs, the secretariat organised two PIANGO NLU PIMER (Planning, Implementation, Monitoring, Evaluation and Reporting) Circles for Heads of NLUs, in April and October respectively.

During the year, duty travels were made to visit FANGO in FSM, MICNGOs in Marshall Islands, FCOSS in Fiji, CIANGO in Cook Islands and UTLN in New Caledonia/Kanaky, CID/ANGOA of Aoteroa/New Zealand and NIANGO of Niue. Activities carried out during the visit to these NLUs included the launch of the PIANGO Strategic Plan 2006-2010, presentation and discussion of the Pacific Plan and discussions on how PIANGO could strengthen the respective NLU.

A Pacific Self-Determination Forum was held in Nadi that provided a forum for the three NLUs from the French territories to share their focus issue for self-determination and independence, with the PIANGO network. Regionally, PIANGO continued to engage with regional NGOs through the Pacific Regional NGO (PRNGO) network.

PIANGO continued as the chair of the Steering Committee of the Pacific Anti-Globalisation Network (PANG) until its legal registration towards the end of the year and assisted in setting up procedures and policies for the development of the constitution for the organisation.

Outcomes

The internal relations allowed for improved relations between NLUs and the secretariat, better informed Board and secretariat on NLU programme activities, better informed NLUs on regional and international issues, improved NLU and PIANGO profile in the region and internationally, improved opportunities for potential NLU donors and stronger PIANGO linkage through its information circle. The relations also improved PIANGO profile with CROP agencies, increased engagement between PIANGO as civil society representative with regional CROP agencies.



A breakout discussion group during the Pacific Regional CSO Forum in October 2006.

STRATEGIC FOCUS AREA 3

Strengthening Key Relations

3.2 External relations

Activities & Outputs

The secretariat supported eight NLUs (FCOSS, TANGO, UTLN, Hiti Tau, CIANGO, KANGO, NIANGO Niue and SUNGO) to host national CSO Forums on the Pacific Plan and produced outcome statements to contribute to the Pacific Regional CSO Forum that was held in October 2006. In October, PIANGO successfully organised the Pacific Regional CSO Forum 2006 under the theme *'Together for a Just and Peaceful Pacific Community'* that was held in Nadi. More than 110 NGO participants from 16 countries participated in the forum to speak with one voice on Pacific civil society response to the first year of implementation of the Pacific Plan. PIANGO also participated in a USP/PIFS national policy dialogue on the squatter situation in Fiji.

During the course of 2006, PIANGO held a number of dialogues and partners meetings with NZAID, Commonwealth Foundation, CCFD, JICA and AUSAID and other donors. In the region, PIANGO continued to engage with the Pacific Islands Forum Secretariat (PIFS) through an engagement with the PRNGOs to finalise the much awaited PIFS policy for NSA accreditation. PIANGO was also invited by PIFS to carry out a two week consultancy to record national and regional NGO interventions relative to the pillars of the Pacific Plan.

The secretariat was invited to be a member of PIFS Secretary General's Reference Group on the Pacific Plan. PIANGO is one of the five NSAs represented in the group which held one meeting prior to the Leaders Forum in October. PIANGO was also invited by PIFS to make submissions under the regional programme for the EU EDF 10 framework.

The secretariat has continued to engage with UNDP and the UNDP Pacific Office through invitations for their participation in PIANGO activities. In recognition of PIANGO's pivotal role in the management of the GDP programme in the region, PIANGO was invited by UNIFEM to discuss possible regional civil society partners in their proposed regional project on gender and governance. The secretariat is one of the two regional NGOs identified as the executing agency for an ADB project on strengthening civil society to engage in ADB in-country planning process specifically for PNG.

PIANGO received two invitations from the Commonwealth Secretariat to be a member of two national Election Observer Teams. The chairperson of PIANGO joined the Observer Team for the presidential and parliamentary elections in Uganda in February and the Executive Director joined the Observer team for the national parliamentary elections in the Solomon Islands. In June, the Executive Director met with staff from the Democracy Section of the Commonwealth Secretariat and the Commonwealth Foundations to discuss PIANGO's role and commitment to further democracy in the Pacific region. PIANGO was also jointly invited by the World Bank and the International Monetary Fund to participate in the Global Civil Society Forum that was held alongside the meeting of the Board of Directors of the two financial institutions.

The secretariat has finalised with the USP School of Journalism the proposed NGO media workshop entitled *'Wooin the Media'* to be offered in 2007. The proposed series of workshops will commence in Fiji and later to be replicated to three or four NLUs. A regional journalist was contracted in December to produce newspaper feature articles as PIANGO contribution to the FCOSS 50th anniversary. An agreement was made with the USP School of Journalism for an annual student attachment as part of the required course work for student practicum.

STRATEGIC FOCUS AREA 3

Strengthening Key Relations

Outcomes

The external relations improved PIANGO's international profile, improved PIANGO's international NGO networking and provided the need for Pacific civil society to play a role in monitoring and evaluation of government loans from the two international lending agencies. This year external relations also improved PIANGO's engagement with PIFS and its programmes, improved PIANGO's profile regionally and internationally and improved participation of civil society in PIFS regional programme. The heightened engagement/relations between PIANGO and CROP agencies improved PIANGO profile regionally with greater civil society inputs into SPC planning processes.

There was improved NLU understanding of processes to use in civil society forums, skilled and knowledgeable NGO sector organisers, improved NLU confidence to organise national civil society forums and engage with their governments on issue of national importance. In addition Pacific NGOs were able to respond to the regional development framework in the Pacific Plan with one voice, improved and stronger relations between civil society in the region, improved engagement between civil society and PIFS, ADB and potential donors, improved PIANGO profile regionally and internationally, well informed NGO leaders in the region and improved regional NGO advocacy strategies. The engagement with USP and PIANGO improved NGO profile in the media, better coverage of NGO work in the media, improved NGO profile in the public and improved relations between NGOs and the media.



PIANGO Executive Director Cema Bolabola with Cook Islands Member of Parliament, Honorable Tom Masters, Cook Islands Minister for Internal Affairs Aunty Mau and CIANGO Coordinator Verearo Taripo during the launch of the PIANGO Strategic Plan 2006 – 2010 in the Cook Islands in August 2006.

STRATEGIC FOCUS AREA 4

Ensuring Quality Performance

Goal 4

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

4.1 PIANGO Board

Activities & Outputs

The Board held four meetings in Fiji during the year in March, April, July and October. Major resolutions of the Board meetings included the adoption of the PIANGO Strategic Plan 2006-2010, support for staff development especially in accessing of GDP courses and the adoption of the final draft of the PIANGO Budget 2007-2009. A number of Board Committees were set up. These included the Constitution Review Committee, PIANGO Policies and Procedures Review Committee, PIANGO Code of Ethics Working Group and PIANGO Foundation Committee. The Board also adopted the 2005 PIANGO Annual Report and endorsed that a regional training project be drawn up to provide Boards of NLUs with knowledge and skills on NGO governance. At the end of the year, three Board members joined the secretariat staff for a two day retreat to review secretariat performance in 2006 and planned for ways to improve on how the secretariat worked as a team to improve delivery of support services for the membership and improve engagement with partners and stakeholders.

The strategic review of PIANGO by Mary Jane Rivers was completed in July and contributed to finalised content of the PIANGO Strategic Plan 2006-2010. The Plan was launched in September by the New Zealand High Commissioner to Fiji, Nauru and Tuvalu, H.E. Mr Michael Green. Multiple copies were dispatched to all NLUs, partners and stakeholders and NLUs were encouraged to launch the PIANGO Strategic Plan in their respective countries. The document was also translated into French and dispatched to the three French speaking NLUs, Hiti Tau, UTLN and ACSF of Wallis and Futuna.

Board members were nominated by the secretariat to represent PIANGO at international forums/committees and to make a visit to an NLU. The Chairperson, Adimaimalaga Tafuna'i, was nominated by PIANGO to the Commonwealth Election Observer Team for Ugandan elections that was held in February. Douglas Ngwele was nominated to attend the Commonwealth Foundation Workshop on Governance of Public Utilities, held in Sydney in October. Drew Havea was nominated to be a member of the Commonwealth Foundation Virtual Group on Democracy. Adimaimalaga Tafuna'i was nominated to make the NLU visit to NIANGO of Niue in December.

Outcomes

The activities provided for an improved and accurate recording of PIANGO Council decisions, responsive Board members, well informed NLUs and partners on the proceedings of the PIANGO Council, improved governance of PIANGO and increased PIANGO credibility as a lead regional NGO. It also improved work relations and understanding with donors, improved PIANGO profile with development partners and improved partner perception of PIANGO. Furthermore the activities paved the way for an improved organisational administration, transparent and accountable administration systems and procedures in the secretariat and improved compliance with the laws of the country. Generally it created better informed Board members and improved PIANGO profile regionally and internationally.

STRATEGIC FOCUS AREA 4

Ensuring Quality Performance

4.2 PIANGO Secretariat

Staffing

Activities & Outputs

By the end of the year, the secretariat was fully staffed with a compliment of seven staff members including the ICT Officer from Australia Volunteer International (AVI). However in December, the Programme Manager Information Sharing resigned and the post advertised immediately. Staff members of the secretariat during the year included the following:

Executive Director	Cema Bolabola
Programme Manager Capacity Building	Bakanebo Tamaroa
Programme Manager Information Sharing	Karalaini Waqanidrola
ICT Officer (AVI)	Julie Kerrigan
Finance Manager	Ashley Karae
Administration Officer	Lavenia Josefa
Receptionist/ Typist & Translator	Litiana Domokamica
Office Helper/Janitor	Luisa Koto

PIANGO encourages staff development programmes. The Programme Manager Capacity Building (PMCB) was able to access two courses offered under the GDP programme. During the year, the secretariat staff organised staff seminars and visits. A visit to the Fiji Museum with family members of staff was carried out in the first quarter. Thereafter, all seminars were in-house and invited speakers included staff from the Fiji National Provident Fund, Inland Revenue, Labour Department, Colonial Insurance and the Occupational Health and Safety Unit.

In December, a two-day staff workshop was organised to review the secretariat's performance in 2006 and identify ways of improving ways of working and delivery of services to NLUs and partners. Two members of the Board assisted in the workshop facilitation. A training component on monitoring and evaluation was carried out using the result based management (RBM) tool. The RBM approach was delivered by the PMCB as follow-up to the NZAID workshop on the subject that was held in Darwin in August. Follow up plans in 2007 include a series of in-house training for staff and NLU training at the 3rd PIANGO NLU PIMER Circle. The 2006 secretariat work plan was adopted by the Board in its first meeting in March. The draft 2007 PIANGO Annual Work Plan was completed with the involvement of all staff and was discussed during the staff workshop in December.

NZAID continued to be the principal PIANGO partner. During the year, modest grants were received by AusAID, CCFD and Commonwealth Foundation to support PIANGO programmes. The Pacific Islands Forum Secretariat (PIFS) provided PIANGO with a grant to carry out a survey on NGO interventions relative to the pillars of the Pacific Plan. In addition PIFS and the UNDP Pacific Centre provided grants to PIANGO to meet some costs of the 1st PIANGO NLU PIUMER Circle held in April in Fiji. The Board had set up a committee to review the policies and procedures of PIANGO. Weekly staff meetings addressed administration and programmes on alternate weeks. In addition the secretariat produced a simple Staff Performance Evaluation Form and Interview Guide for staff recruitment.

Outcomes

The year's activities at the secretariat generated better informed staff on the laws that governed the workers, satisfied staff members, improved work environment and improved staff work. It improved staff relations and enhanced team work and relations amongst staff. Lessons learnt from 2006 were identified and staff commitment to improve in 2007, improved staff knowledge and skills to warrant an M&E framework for PIANGO. 2006 also encompassed an OHS compliance workplace, happy and satisfied staff, enhanced work environment for staff productivity, improved staff productivity and work satisfaction.



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Suva, Fiji.

Independent Audit Report

Scope

We have audited the financial statements of Pacific Islands Association of Non Governmental Organisations for the year ended 31 December 2006 as set out on pages 4 to 27. The organisation's executive committee are responsible for the preparation and presentation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the members of the Organisation.

Our audit has been conducted in accordance with Fiji Standards on Auditing to provide reasonable assurance as to whether the financial statements are free of material misstatement. The procedures included examination on a test basis of evidence supporting the amounts and other disclosures in the financial statements and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether in all material respects, the financial statements are presented fairly in accordance with Fiji Accounting Standards and statutory requirements so as to present a view which is consistent with our understanding of the organisation's financial position, the results and cash flows of its operation.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion the financial statements present fairly, in accordance with Fiji Accounting Standards, the financial position of Pacific Islands Association of Non Governmental Organisations as at 31 December 2006 and the results and cash flows of its operations for the year then ended.

Suva, Fiji

16 August 2007

Ernst & Young
Ernst & Young
Chartered Accountants

FINANCIAL REPORT

PACIFIC ISLANDS ASSOCIATION OF NON GOVERNMENTAL ORGANISATIONS BALANCE SHEET AS AT 31 DECEMBER 2006

	2006 S	2005 S
CURRENT ASSETS		
Cash at bank and on hand	197,012	223,983
Other receivables	28,519	21,285
Total current assets	<u>225,531</u>	<u>245,268</u>
NON CURRENT ASSETS		
Property, plant and equipment	45,971	44,486
Total non current assets	<u>45,971</u>	<u>44,486</u>
TOTAL ASSETS	<u>271,502</u>	<u>289,754</u>
CURRENT LIABILITY		
Creditors and accruals	4,950	15,646
Provisions	3,447	7,765
Total current liability	<u>8,397</u>	<u>23,411</u>
TOTAL LIABILITIES	<u>8,397</u>	<u>23,411</u>
NET ASSETS	<u>263,105</u>	<u>266,343</u>
FUNDS		
Accumulated surplus	266,343	313,063
(Deficit)/surplus for the year	(3,237)	(46,720)
TOTAL MEMBERS' FUNDS	<u>263,105</u>	<u>266,343</u>

The accompanying notes form an integral part of this balance sheet.


PIANGO Chairperson


Executive Director

MEMBERS

Full Members

1. Australia

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2. Cook Islands

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3. Federated States of Micronesia (FSM)

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4. Fiji

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7. Nauru

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8. New Caledonia/Kanaky

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9. New Zealand /Aotearoa

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12. Samoa

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13. Solomon Islands

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14. Tonga

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18. East Timor

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20. Palau

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21. Wallis & Futuna

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Wallis & Futuna
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22. West Papua

C/- Rex Rumakiek
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24. American Samoa

25. Hawaii

PIANGO GALLERY





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