



REPORT OF MEETING

**PACIFIC ISLANDS ASSOCIATION OF NGOS (PIANGO)
CIVIL SOCIETY FORUM OF TONGA (CSFT)**

**REGIONAL CONSULTATION FOR THE OPEN FORUM
ON CSO DEVELOPMENT EFFECTIVENESS**

5-7 MAY, 2010

NUKU'ALOFA, TONGA

“People Centered Development”

SUVA, FIJI

**PACIFIC ISLANDS ASSOCIATION OF NON GOVERNMENT ORGANISATIONS
(PIANGO)
CIVIL SOCIETY FORUM OF TONGA (CSFT)**

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REPORT

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Glossary of Abbreviations and Acronyms

AAA	Accra Agenda for Action
CSFT	Civil Society Forum of Tonga
CSO	Civil Society Organisation
FCOSS	Fiji Council of Social Services
NGO	Non Government Organisation
NZAID	New Zealand Aid
OECD	Organisation for Economic Cooperation and Development
PACER	Pacific Agreement on Closer Economic Relations
PCC	Pacific Conference of Churches
PCDF	Partners in Community Development Fiji
PIANGO	Pacific Islands Association of NGOs
PINA	Pacific Islands News Association
PLP	Pacific Leadership Programme
PRNGO	Pacific Regional Non Government Organisation

**Pacific Regional Consultation for the Open Forum on CSO
Development Effectiveness
Nuku'alofa, Kingdom of Tonga
5-7 May, 2010**

“People Centered Development”

OUTCOMES STATEMENT

The Pacific Regional Consultation for the Open Forum on CSO Development Effectiveness was held in Nuku'alofa, Kingdom of Tonga, from 5-7 May, 2010. The meeting was organised by the Pacific Islands Association of Non Government Organisations (PIANGO) and supported by the Civil Society Forum of Tonga (CSFT).

The meeting was made possible through the generous support of Inter Action (United States) and the Commonwealth Foundation (United Kingdom).

PIANGO, as the regional NGO coordinating body, has been given the role to coordinate the Pacific's input to the Global Open Forum process on CSO Development Effectiveness. The Pacific meeting was part of about 70 consultations being held worldwide in the lead-up to the 4th High Level Global Forum to review implementation of the Paris Declaration on Aid Effectiveness, anticipated for late 2011 in Seoul, South Korea.

The Pacific Regional Consultation discussed the Pacific Islands CSO contribution on development effectiveness for the global Open Forum process; identified areas to strengthen the development practices of Pacific Island CSOs and determined how donors and Pacific Governments could best support CSOs as development actors in their own right. It further identified common principles and guidelines for CSO development effectiveness based on the lessons learned from current and past development practices and evaluated PIANGO's Strategic Plan which expires at the end of 2010.

The Pacific Regional Consultation reaffirmed the need for Pacific people to continue **to preserve key values of their cultures, particularly in the context of the spirituality of the region.** It further affirmed the need for Pacific people to embrace, appreciate, respect and nurture cultural, religious, spiritual and gender diversity and to foster a culture of peace and security.

It noted the need for **people-centred, holistic and sustainable development that envisions and nurtures a community of God's creation for a prosperous and compassionate Pacific.** It further noted the need to empower people to improve their quality of life, to be free from violence, discrimination and poverty and to live with dignity via community oriented, integrated, bottom-up, sustainable human development that recognises them as partners and not as victims – which includes our healthy

relationship with people and the whole of creation. It is founded in our spiritual and religious virtues that are embedded in our cultural values.

The meeting also noted the need for **ownership** in the context of development that is relevant and grounded in the needs and issues of the people and which allows beneficiaries to achieve their own development goals via democratic participation that is culturally relevant, at both the macro and micro levels.

On **social justice and fairness** based on integral spirituality, the consultation acknowledged the need to promote equal opportunity, equal and fair access to employment, health, education; equal distribution of wealth and development assistance. It also acknowledged the need to advocate for gender equity and inclusive representation of groups in policy dialogue and high level meetings.

It called for an **enabling environment** through sustained dialogue with government, recognising that governments and CSOs are mutually accountable for development results and further recognising the need to create essential linkages between the public, private and CSO sectors; including alignment and linkages to national development plans and action on existing policy commitments made at national, regional and international levels.

It noted the need for an independent judiciary and media, open engagement with governments, development partners and the Pacific Islands Forum Secretariat, including Pacific Island Forum leaders and/or their representatives with a view to ensure meaningful, sustained and long-term commitments and strengthening partnerships between donors, governments and CSOs.

The meeting recognised the need to **promote democratic practice** through inclusive participation, engaging the public, decision-makers and political leaders in the founding principles of democracy and human rights, based on the will of the people.

On **managing for results**, the meeting acknowledged the need to manage resources and decision-making for results and highlighted the need to develop monitoring and evaluation approaches with clear indicators which measure impacts on the livelihoods of the people.

On **good governance, effective and accountable leadership**, the meeting acknowledged that visionary leadership with integrity, honesty and truthfulness was critical, as was the need for strategic focus and plans ensuring accountability and transparency.

The meeting reaffirmed the importance for Pacific CSOs and people to **become more proactive in the areas of climate change and ecological justice through upholding the integrity of creation** via the promotion of responsible stewardship of the environment; ensuring that CSOs become more proactive in disaster preparedness, mitigation and adaptation and through influencing policy negotiations at regional and international levels.

On **results management and implementation mechanisms**, the need for the development of a Code of Ethics/Conduct and other accountability/reporting mechanisms for CSOs was necessary. The need for leadership and management training and the development of CSO leaders, including the mentoring and nurturing of emerging CSO leaders was also noted; as was the need for community awareness, education and training and the effective dissemination of information.

On **performance indicators**, the meeting acknowledged the need for enhanced CSO capacity to effectively serve communities, engage with multi-stakeholders, avoid aid dependency and become self-reliant. It supported the need to promote exchanges and co-operation between CSO actors and national platforms (National Liason Units) to exercise effective partnership with government on development policies, strategies and coordination of development actions for sustainability, with consideration of an exit strategy for development assistance.

The meeting called for the **recognition and utilisation of Pacific expertise and knowledge**, including the enhancement of local systems, ideas and capacities within the context of Pacific cultures, traditions and heritage (the Pacific Way).

Nuku'alofa, Kingdom of Tonga
7 May, 2010

INTRODUCTION

Pacific regional Civil Society Organisations (CSOs) convened in Nuku'alofa, Tonga to participate in the Regional Consultation for the global process of the Open Forum on CSO Development Effectiveness from 5-7 May, 2010.

The regional consultation was jointly organised by the Pacific Islands Association of NGOs (PIANGO) and the Civil Society Forum of Tonga (CSFT). Participants included representatives of PIANGO National Liaison Units (NLUs) from American Samoa, Cook Islands, Fiji, French Polynesia, Kiribati, New Zealand, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga and the Pacific Islands News Association (PINA) in its capacity as a member of the PRNGOs (Pacific Regional Non Government Organisation) Alliance. Also present at the meeting were development partners, the University of the South Pacific and the meeting funders, Inter Action (USA) and the Commonwealth Foundation (United Kingdom).

The regional consultation was one of about 70 country-level consultations being held around the world over the next several months as part of a global process to examine the future of international aid in the context of the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action.

The meeting aimed to:

1. Ensure a Pacific regional contribution on CSO development effectiveness for the global Open Forum process;
2. Identify areas to strengthen the development practices of Pacific regional CSOs and to identify how donors and Pacific Governments can best support CSOs as development actors in their own right;
3. Propose common principles and guidelines for Pacific regional CSO development effectiveness based on lessons from regional CSO development practices;
4. Reflect on how to apply common principles and guidelines to Pacific CSO practices, including mechanisms to ensure that CSOs are held accountable to the principles;
5. Discuss with donors and other relevant government officials, enabling policies and support mechanisms to maximise Pacific regional CSO development effectiveness.

As part of pre-consultation preparations, participants were asked to consider the following questions:

- What principles should guide CSO development effectiveness in the Pacific Islands? How should CSOs structure and improve the quality of relationships with CSO counterparts to put these principles into practice?

- How should Pacific CSOs respond to notions that their development priorities and programs must align with government priorities? Or that international CSOs as donors (including international CSOs), coordinate and harmonise among themselves at country level?

The Tonga meeting evaluated PIANGO's current Strategic Plan which expires at the end of 2010 and outlined the Pacific Islands CSO contribution on development effectiveness for the global Open Forum process. It also identified areas to strengthen the development practices of Pacific Island CSOs and discussed how donors and Pacific Governments could best support CSOs as development actors in their own right. It also identified common principles and guidelines for CSO development effectiveness based on lessons learned from current and past development practices.

The meeting emphasised the following principles as being critical to Pacific CSO development effectiveness:

- (i) *People-centred, holistic and sustainable development that envisions and nurtures a Community of God's creation for a prosperous and compassionate Pacific.*
- (ii) *Creation of an enabling environment*
- (iii) *Ownership*
- (iv) *Social justice and fairness*
- (v) *Good governance, effective and accountable leadership*
- (vi) *Promotion of Democratic Practices*
- (vii) *Managing for results*
- (viii) *Climate change and ecological sensitivity and justice.*

The principles agreed during the regional forum will be tabled at the Open Forum General Assembly in Montreal, Canada this August as part of actions in the lead-up to the high-level consultation on Aid Effectiveness in Seoul, South Korea, in 2011.

SUMMARY OF DISCUSSIONS

OFFICIAL OPENING

1. Mrs Emeline Siale Ilolahia, Executive Director, Civil Society Forum of Tonga (CSFT) welcomed participants to the Regional Consultation on CSO Development Effectiveness. She introduced the President of the Free Wesleyan Church, the Reverend Dr Ahio, who blessed the meeting with devotion and prayer.
2. The **Deputy Director of the Commonwealth Foundation, Mr Vijay Krishnarayan** in his **Opening Address** said: “As we reflect on the process of aid and development, one of the important lessons has to be that it is not always necessary to set up new institutions, mechanisms or platforms to deal with a particular issue or challenge. For that reason, I was pleased to see in this region you have identified the Pacific Islands Association of NGOs with its history, structure and credibility as the appropriate organisation to take this discussion forward. I am pleased to have been given this opportunity for the Commonwealth Foundation to show its continuing commitment to PIANGO in this small way.”
3. **Ms Carolyn Long, Director of Global Partnerships with the United States-based NGO Inter Action** said the extent to which CSOs can be effective depends on factors that are determined by donors, governments and other development stakeholders, the overall regulatory framework, measures to promote CSO accountability to citizens and beneficiaries, opportunities for CSOs to engage in dialogue with government and donors and enforcement of human rights standards. “In the Open Forum, CSOs should come together to propose concrete guidelines for minimum enabling standards that donors, governments and others can put in place to facilitate CSO development effectiveness,” she said.
4. The **Tongan Minister for Finance, Planning and Development, the Hon. Afu’alo Matoto** said: “The Pacific is facing challenging times which necessitate Pacific governments and civil society organisations such as Churches, NGOs, the private sector and local communities work cooperatively and in partnership to mitigate the onslaught of challenges such as the global financial crisis and climate change.”
5. He added that the Government of Tonga would like to see PIANGO and CSFT become stronger and effectively complement government’s efforts to serve mutual constituencies and work together at the global level to advocate strong Pacific Island perspectives on common concerns affecting our region.

KEYNOTE ADDRESS

6. In delivering the **Keynote Address, Mr Kaliopate Tavola, former Fiji Minister for Foreign Affairs, External Relations and Trade** discussed the Relevance of the Paris Declaration to Pacific CSOs and said CSOs needed an enabling environment in which to effectively operate and thus needed to interface with government and inter-governmental bodies.
7. In this context he said the Paris Declaration offered more than aid effectiveness as it also offered Ownership; Alignment; Harmonisation; Results Management and Mutual Accountability.
8. “CSOs need to respond effectively to governments’ initiatives for engagement and as such CSOs need aid effectiveness, harmonisation and managing for development results. CSOs also want development results from aid funded activities and as such need to be accountable to their funders, sponsors and financial beneficiaries,” he said.
9. Mr Tavola said frameworks obliging Pacific government and CSO engagement currently existed in regional and international treaties and agreements such as the Pacific Aid Effectiveness Principles (PIFS, Koror, Palau) and the European Union’s Cotonou Agreement. These, he said, were legally binding and he suggested CSOs use these as leverage to persuade governments to formally commit to engagement with them.

SESSION 1: THE GLOBAL OPEN FORUM ON CSO DEVELOPMENT EFFECTIVENESS

– *Carolyn Long, Director for Global Partnerships, Inter Action*

Ms Carolyn Long explained that the Open Forum is a CSO-led global initiative to:

- Define and promote a framework for CSO development effectiveness, including principles, guidelines, and accountability mechanisms;
- Engage in a political dialogue with donors, governments and other stakeholders to build understanding and to create an enabling environment for CSOs work.

The 2005 Paris Declaration on Aid Effectiveness is a five-year plan to reform the aid process. The Declaration comprises of the following major components:

- Ownership: Developing countries set own strategies for poverty reduction, improve institutions, tackle corruption.

- Alignment: Donor countries align behind these objectives and use local systems.
- Harmonisation: Donor countries coordinate, simplify procedures and share information to avoid duplication.
- Results: Developing countries and donors shift focus to development results and results get measured.
- Mutual Accountability: Donors and partners are accountable for development results.

CSOs role was extremely minimal at the Paris meeting and CSOs were not part of discussions on the subject. Following this, CSOs formed an advisory committee to mobilise at high-level and as a result, ensured their voices were heard at the Accra meeting which resulted in the Accra Agenda for Action (AAA) recognising the important role of CSOs in development and committing to work with CSOs as actors in development.

The Accra Agenda for Action also invited CSOs to reflect on how they can apply the Paris principles of aid effectiveness from a CSO perspective and welcomed CSOs' proposal to engage in a CSO-led multistakeholder process to promote CSO development effectiveness. This would be done via (i) improving coordination of CSO efforts with government programs, ii) enhancing CSO accountability for results, and iii) improving information on CSO activities.

The Global Facilitation Group (GFG) acts as the Governing body and comprises

- 25 member CSO networks from all world regions
- Provides political leadership, operational guidance and oversight, and representation for the Open Forum
- Consists of two Co-Chairs representing the GFG

A Consortium of Supporting Organisations consisting of six CSO networks, each in charge of a specific region implements all activities; supports the GFG and CONCORD serves as Consortium Leader.

The next, and 4th, High Level Forum, to review implementation of the Paris Declaration and determine the shape of commitments moving forward, is anticipated for late 2011 in Seoul, South Korea.

SESSION 2: THE PACIFIC ISLANDS REGIONAL CONSULTATION ON THE GLOBAL OPEN FORUM PROCESS

– *Emele Duituturaga, Interim Executive Director, PIANGO*

Ms Duituturaga outlined Fiji and regional activities which had been conducted as part of the global Open Forum Process on Aid Effectiveness.

PIANGO has been given the role to lead the Global Open Forum process and the Fiji National Consultation held in Suva in April 2010 formed part of this process; as did this regional level consultation held in the Kingdom of Tonga in May 2010.

Ms Duituturaga backgrounded the chronological process to the Open Forum vis-à-vis the Accra meeting (October 2007 – attended by PIANGO and CID); Mexico (January 2010 – PIANGO observed); PIANGO Special Council Meeting (February 2010); Canada (March 2010); Fiji national consultation (April 2010 – organised by PIANGO and FCOSS) and the Tonga Regional Consultation (May 2010).

She said that the PIANGO financial crisis was part of what is being experienced by many CSOs at global level and acknowledged, with great appreciation, the support of Inter Action and Commonwealth Foundation for acknowledging the role of PIANGO in the Pacific region.

She noted the importance of ensuring a Pacific voice in international global processes and the need to engage those who have influence in government.

PLENARY

The following key points were noted in Plenary following the above presentations:

- While governments present during the Accra Meeting in 2008 did commit (on paper) to deepening engagement with CSOs there has been an “ebb and flow” of government commitment since this time. Therefore, discussion on the responsibility of governments to create an enabling environment for government-CSO engagement is important.
- Legal frameworks exist in some international treaties and agreements (eg. the Lome Convention and the Cotonou Agreement) which require governments to engage with CSOs, however, the challenge lies in implementing this.
- An emerging view is that CSO meetings need to take on a “think-tank” role.
- The concept of a multi-donor trust fund is being floated now. This however, would be dependent on donor confidence, legitimacy, existing donor-CSO partnerships and relationships and due diligence by CSOs.
- CSOs need to reduce donor dependence. Diversification of donors could be considered in this regard.
- Does Pacific civil society have the capacity to contribute to present global CSO processes? Capacity building is critical in this regard.
- Time limitations of existing government budgetary processes need to be considered with a view to consideration of longer time spans for funding cycles. Effective interfacing and an enabling environment between governments and CSOs is important in this regard.
- Capacity building is an ongoing problem in the region for eg. the Pacific lacks skilled trade negotiators. PIANGO has been running the Graduate Diploma Programme (GDP) course in the region and the organisation is now studying

- various strategies such as the establishment of a pool of regional experts to implement training programmes etc. PIANGO also needs to devolve training to NLUs.
- CSOs need to explore ways to effectively and proactively engage with Pacific Island governments and the Pacific Islands Forum Secretariat (the latter via PIANGO). PIANGO would be seeking assistance and support from the Commonwealth Foundation in this regard.
 - Ownership must consist of consultation and discussion in the context of donor-CSO relations and development.
 - Globalisation has made the world more interdependent.
 - Partnerships are important. (PIANGO sees its association with InterAction, the Commonwealth Foundation and Coordination Sud as partner diversification).

SESSION 3: PANEL DISCUSSION

WHAT ARE SOME OF THE CRITICAL PRINCIPLES AND ISSUES GUIDING PACIFIC CSOS AS DEVELOPMENT ACTORS?

Youth – Alaipuke Esau (Pacific Youth Council)

Women and Gender – Ofa Likiliki (Women and Children Crisis Centre, Tonga)

Communications – Matai Akoula (PINA)

Spirituality and Religion – Lorine Tevi (PCC Pioneer)

Youth – Alaipuke Esau (Pacific Youth Council) – Provided an overview of the Pacific Youth Council and noted the need for capacity building and additional resources as critical issues being faced by the organisation. He said there was a need for more youth participation at Pacific leaders meetings to ensure greater visibility of youth issues particularly in the context of implementation of regional documents such as the Pacific Plan.

Women and Gender – Ofa Likiliki (Women and Children Crisis Centre, Tonga) – Noted that only a few Pacific Island Countries acknowledged the issue of gender within their Constitutions. She outlined various international and regional commitments to gender such as the Beijing Platform for Action, the Pacific Platform for Action and the Millenium Development Goals. She noted the following challenges in terms of CSO development effectiveness: the need to link effectively at international and regional levels via government-CSO and media collaboration; the need to view CSOs as skilled, qualified professionals; the need for governments to begin reporting against gender commitments and the need to build lobbyists within the CSO community to advocate with governments.

Communications – Matai Akoula (PINA) - PINA has acknowledged the need to look within itself before being able to assess what its peers are doing. PINA's three main objectives are media freedom and freedom of expression, media training and building partnerships. Media freedom is nearly always linked to democracy and a key challenge for PINA under the present Fiji military-led government is media freedom and freedom of expression. The organisation has acknowledged the need to continue to dialogue with the Fiji government in order to progress the issue. All governments have various ways of suppressing the media thus government-media dialogue and engagement is necessary in order for media to remain relevant.

Spirituality and Religion – Lorine Tevi (PCC Pioneer) – The church plays an important role in Pacific societies and cannot be delineated in terms of achieving progress. The principles of aid effectiveness in a Pacific context cannot be defined without including the issue of spirituality. Poverty continues to increase in the Pacific region and the challenge for youth is to assess the nature of spirituality which one is called upon to attend to in today's world.

Integral Spirituality for Social Justice is inextricably linked as follows:

Traditional Justice → Ecological Sensitivity → Personal Integrity and Responsibility → Participative Community Building → Peace → Transparency → Interpersonal Respect.

PLENARY

The following key points were noted in Plenary following the Panel Discussion:

- Spirituality cannot only be linked to the Bible. Do NGOs have the capacity to merge their traditional values with spirituality?
- It is important that Church structures respect tradition and heritage.
- Important to nurture and develop Pacific youth leaders to appreciate their roots and spirituality. What are the values that we can still adhere to and communicate to our young generation?
- Gender and development are inalienable as development cannot occur without the participation and contribution of women to development.
- There is a need for more young people to participate at regional and national levels. (PINA has youth attachment programmes).
- Need to consider the prophetic role of the Church in the context of political changes. Is the Church currently playing a passive role? Churches need to take a stand on issues.
- Some aid organisations are now willing to work with churches (eg. AusAID in PNG and Vanuatu).
- Need to consider how the issues raised by the panel could assist the development of NLUs.

SESSION 4: RESULTS OF THE FIJI CONSULTATION ON CSO DEVELOPMENT EFFECTIVENESS

– *Laisa Qalo, FCOSS*

Ms Qalo discussed the Fiji National Consultation on CSO Effectiveness organised by PIANGO and the Fiji Council of Social Services (FCOSS). The consultation was held in Suva in April 2010 and identified the following key challenges in terms of CSO effectiveness:

- (i) Diversity and inclusiveness
- (ii) People-centered holistic development
- (iii) Good governance and effective leadership
- (iv) Transparency, financial efficiency, effective legal framework
- (v) Collaboration, co-operation and sustained dialogue
- (vi) Conducive CSO working environment
- (vii) CSO capacity building, passion, activism and advocacy
- (viii) Climate change and ecological justice
- (ix) Accountability challenges: Information and communication/money and finance; lack of systems; guidelines and regulation for AGM participation and voting; reporting systems; participation, consultation and ownership of strategic plans; Clash of structures; audit problems; lack of monitoring and managing volunteers.

SESSION 5: RESULTS OF ROUNDTABLE DISCUSSIONS

Overarching themes emerging from group discussions on common principles guiding CSO development effectiveness:

CSOs listed the following as their Guiding Principles: Diversity and inclusiveness; People centered, holistic development; Good governance and effective leadership; Transparency, financial efficiency, effective legal framework; Collaboration, co-operation and sustained dialogue; Conducive CSO working environment; CSO Capacity building, passion, activism and advocacy; Climate change and ecological justice and accountability challenges (money and finance and the lack of systems).

There was general consensus on the need for:

- People centred, holistic development (including a bottom-up approach)
- Focus on climate change and ecological justice issues
- Transparency via an effective financial and legal framework
- Good governance, effective and enhanced leadership
- Respect, appreciation and nurturing of spiritual and cultural diversity
- Democratic Ownership (culturally rooted and relevant, macro/micro levels)
- Capacity building

- Promotion of open and sustained dialogue with donor agencies, government and CSOs
- Promotion of equal and fair access to employment, health, education and equal distribution of wealth
- Freedom of expression (independent media)
- Co-operation between NLU (NLU exchanges)
- Inclusive representation (youth, women, disabled)
- Enabling legal environment (independent judiciary)
- Democratic ownership at micro/macro level
- Exit strategy for aid
- Social justice
- Genuine and responsible partnerships (donors, peers, NLUs, governments).

SESSION 6:

GROUP REPORTS TO PLENARY

What are some of the critical principles and issues guiding Pacific CSOs as development actors?

Group 1

- Justice and fairness (equal opportunities, equal distribution of wealth, access to education, employment)
- Partnerships (linkages to national, regional and international commitments)
- Freedom of expression (independent media)
- Co-operation between NLU (NLU exchanges)
- Inclusive representation (youth, women, disabled)
- Open Dialogue (between civil society, donors, partners, government)
- Mutual Respect
- Good governance (strategic focus, plan, honesty, accountability, transparency, financial management)
- Participatory (people, community oriented)
- Enabling legal environment (independent judiciary)

Group 2

- Enhance capacity of CSO to effectively engage, assess their situations, use of aid, avoid dependency and become self reliant;
- Democratic ownership at micro/macro level
- Bottom up approach
- Equitable sharing of the benefits/power
- Monitoring and evaluation
- Culturally rooted and relevant
- Good governance
- Exit strategy for aid
- Core funding (??)
- Enhance leadership
- Non political
- Accessibility to grassroots

Group 3

- Holistic and sustainable development (empowerment – spiritual, cultural and human)
- Genuine and responsible partnerships
- Social justice

- Leadership and accountability
- Democratic and participatory ownership (of aid)

Group 4

- Diversity and inclusiveness (embracing, appreciating, respecting and nurturing, spiritual and cultural dignity)
- Ensure dignity of recipients (donor-recipient relationships)
- Transparency and accountability
- Building on local systems/ideas/capacities (Pacific way) rather than imported ideas
- Climate change and ecological justice
- Partnerships (creating essential linkage between public and private sectors and CSOs)