



PIANGO

Pacific Islands Association of Non-Governmental Organisations
Association des ONGs des Iles du Pacifique

STRATEGIC PLAN 2013 - 2015

**CSO LEADERS RETHINKING
DEVELOPMENT
IN THE PACIFIC ISLANDS**



STRATEGIC PLAN 2013- 2015

CSO LEADERS RETHINKING DEVELOPMENT IN THE PACIFIC ISLANDS

Pacific Islands Association of Non-Governmental Organisations
Suva, Fiji
2013



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FOREWORD

For a little over 25 years, the Pacific Islands of Non-Government Organisation (PIANGO) served the Pacific through strengthening and building the capacity of the civil society sector. This is through giving the sector a voice to policy formulation and development and strengthening National Liaison Unit (NLU) or the umbrella organisations in the 23 member countries of the Pacific.

PIANGO is the major regional non-governmental organisation with membership at the National level in this case in the 23 Countries and territories of the Pacific Islands. With its memberships network spread across the biggest ocean of the world has brought many challenges including the high cost of transportation, limited accessibility to communication systems, and the weak interest by in development partners to support civil society work both at national and regional level, it further demonstrates the lack of understanding of the role and contribution of civil society to extend and make services accessible to the poor and marginalised sector of our society.

Given the lack of understanding of the role of Civil Society that has become a 'boom and bust' cycle in development partner's support, PIANGO had experienced a fair share of the same. The strong PIANGO network of NLUs demonstrated the ownership and family relationships that it has built over the years continued to support this network and it has kept us afloat. The re-emergence of PIANGO had developed this strategic framework incorporating all the learning from its journey to map out its future direction focusing on the following priority areas:

1. Strengthening CSO Platform in the Pacific
2. Development Effectiveness
3. Evidence-based Policy Advocacy
4. Pacific Developmental Leadership

The 2013 - 2015 Strategic Plan of PIANGO sets out a dynamic vigorous robust direction of development for Civil Society Sector grounded on understanding the Pacific context. This plan envisage that PIANGO will facilitate the building of Pacific Expert, Pacific ideas to find Pacific Solutions for Pacific Issues within Pacific Context for Civil Society exercising leadership for a just and peaceful Pacific community.

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VISION

Strong and effective civil society leadership exercised for a sustainable, just, compassionate and peaceful Pacific community

MISSION STATEMENT

PIANGO is the regional coalition providing a unified CSO platform for national umbrella NGOs. It strives for an enabling environment through networking, partnerships, leadership development, evidence based policy advocacy, communication and facilitating of common voice on issues at regional and international forums. This fosters recognition of the critical role of CSOs to influence positive sustainable change for development effectiveness in the communities they serve.



PRINCIPLES OF CSO DEVELOPMENT EFFECTIVENESS (Istanbul Principles)¹

Civil society organisations are a vibrant and essential feature in the democratic life of countries across the globe. CSOs collaborate with the full diversity of people and promote their rights. These principles guide the work and practices of civil society organisations in both peaceful and conflict situations, in different areas of work from grassroots to policy advocacy, and in a continuum from humanitarian emergencies to long-term development.

1. Respect and promote human rights and social justice

Develop and implement strategies, activities and practices that promote individual and collective human rights, including the right to development, with dignity, decent work, social justice and equity for all people.

2. Embody gender equality and equity while promoting women and girls' rights

Promote and practice development cooperation embodying gender equity, reflecting women's concerns and experience, while supporting women's efforts to realize their individual and collective rights, participating as fully empowered actors in the development process.

3. Focus on people's empowerment, democratic ownership and participation

Support the empowerment and inclusive participation of people to expand their democratic ownership over policies and development initiatives that affect their lives, with an emphasis on the poor and marginalised.

4. Promote Environmental Sustainability

Develop and implement priorities and approaches that promote environmental sustainability for present and future generations, including urgent responses to climate crises, with specific attention to the socio-economic, cultural and indigenous conditions for ecological integrity and justice.

5. Practice transparency and accountability

Demonstrate a sustained organisational commitment to transparency, multiple accountability, and integrity in their internal operations.

6. Pursue equitable partnerships and solidarity

Commit to transparent relationships with CSOs and other development actors, freely and as equals, based on shared development goals and values, mutual respect, trust, organisational autonomy, long-term accompaniment, solidarity and global citizenship.

7. Create and share knowledge and commit to mutual learning

Enhance the ways they learn from their experience, from other CSOs and development actors, integrating evidence from development practice and results, including the knowledge and wisdom of local and indigenous communities, strengthening innovation and their vision for the future they would like to see.

8. Commit to realising positive sustainable change

Collaborate to realize sustainable outcomes and impacts of their development actions, focusing on results and conditions for lasting change for people, with special emphasis on poor and marginalized populations, ensuring an enduring legacy for present and future generations.

¹ The Istanbul Principles was agreed to at the Open Forum's General Assembly in Istanbul, September 28-30, 2010, are the foundations of the *International Framework for CSO Development Effectiveness*.



The changing Pacific context

The Pacific Islands region has evolved from small Island tribal villages to nation states. It is home to just over 10 million Pacific Islanders who are custodians of the largest, resourceful and abundant oceans; pristine beautiful islands, resource rich with diverse cultures. Modernisation and globalisation have brought development and opportunities to our shores but they have also exposed our vulnerability as small island developing states. They have threatened our family and community bonds and values, weakened our ability to live off the land and sea, and upset our harmony with the natural environment. It has become a region contested for its natural resources and strategic security location. **Pacific regionalism is at a cross roads.** Civil society is leading a *rethinking agenda* to redefine our Pacific for our future generations – this is the focus of PIANGO’s efforts in this Plan.

The way we work

To carry out its Mission, PIANGO will

- Advocate for people-centered development – that at the core of development, must be quality of and respect for human life
- Promote CSO representation and participation and inclusive stakeholder engagement at all levels
- Forge Global partnerships to support national initiatives and regional efforts
- Prioritise support for and strengthening of PIANGO National Liaison Units
- Apply and advocate a Communication for development approach
- Select ‘smart’ funding partners and strategic alliances
- Embrace innovative approaches of learning for transformation and the use of social media and technology
- Nurture, develop and sustain Pacific CSO Leadership
- Engage and nurture Pacific expertise



PIANGO FOUR FOCUS AREAS:

- 1. Strengthening CSO Platform in the Pacific**
- 2. Development Effectiveness**
- 3. Evidence-based Policy Advocacy**
- 4. Pacific Developmental Leadership**



1. Strengthening CSO Platform in the Pacific

Effective and visionary leadership and innovation supported by accountable management and good governance and impactful programs are cornerstones of PIANGO's emergence as a key and influential regional development actor.

The establishment of PIANGO's secretariat in Fiji (2004) marked a period of rapid change for the PIANGO network. PIANGO expanded rapidly - but at a cost. Between 2008 and 2009 the burden of managing a large and cumbersome program led to administrative challenges which led to an internal collapse of the Secretariat and withdrawal of crucial donor support. This experience is now historical and bitter lessons to rebuild from. Since 2010, PIANGO has been quietly rebuilding and rethinking its future directions. With its strong NLU network intact and increasing donor interest, PIANGO is ready to re-launch into another active period of regional activism.

The February 2010 Special PIANGO Council Meeting determined that PIANGO was a critical regional platform, established as the authentic voice of Pacific Island peoples with a unique role to be strengthened. The themes of Identity and solidarity emerge as key issues with a focus on consolidation, and on NLUs, so that PIANGO becomes a support agency for NGOs in the Pacific.

Raising PIANGO's own profile as well as that of the NGO sector itself, enhancing the individual and collective effectiveness of the PIANGO network to provide relevant capacity building services, strengthening relations with other regional organisations, putting in place policies, codes of conduct and ethics, governance mechanisms, communications and management systems, and securing sufficient human and financial resources to fulfill the PIANGO mission are seen as priorities.

Goal 1: Strengthening CSO Platform in the Pacific

Objective 1.1: Institutional strengthening PIANGO Secretariat, Governance & Management

Output 1.1.1: *Financial support for operation of the Secretariat and management of programs*

Activities:

- 1.1.1.1 Establish core positions for the Secretariat (Executive Director, Program Coordinator, Administration and Finance Officer)
- 1.1.1.2 Development Partners & Inter-Governmental Agencies Meeting/ Roundtable
- 1.1.1.3 Develop training/research fees scale for staff remuneration/Introduction of performance contract

Output 1.1.2: *Policies and processes to cover all aspect of Governance and Management*

Activities:

- 1.1.2.1 Review PIANGO mandate, constitution and trustees to reflect the encompassing nature of the new direction
- 1.1.2.2 Review operational manual on policies and processes – including financial, governance, meetings, project management, communication strategies, etc.
- 1.1.2.3 Establish the Suva Base Finance and Audit Advisory Committee
- 1.1.2.4 Board and Executive meetings/Review Develop Training/Research Manual and Tool kit



Output 1.1.3: *A facilitative working environment*

Activities:

- 1.1.3.1 Set up adequate office space
- 1.1.3.2 Review adequacy of Office Equipment to support programs
- 1.1.3.3 An ICT platform to facilitate exchanges, networking and advocacy

Output 1.1.4: *Monitoring & Evaluation*

Activities:

- 1.1.4.1 Develop and implement work plan aligned to strategic plan, policies and processes
- 1.1.4.2 Reports on relevant progress as in work plan
- 1.1.4.3 Review and Develop Monitoring & Evaluation Framework
- 1.1.4.4 Implement M&E framework aligned to programs



2. Development Effectiveness

PIANGO along with other global CSOs has actively engaged in the global development cooperation discourse and the international aid effectiveness agreements leading up to the Busan 4th High Level Forum on Aid Effectiveness. As a global CSO leader in the Busan Partnership, PIANGO will champion the advocacy to focus on development effectiveness in the Pacific Islands region in relation to aid effectiveness and development cooperation.

PIANGO will actively engage as the Pacific sub-regional focal point in the Global CSO Partnership for Development Effectiveness (CPDE) which brings together CSOs from the local to the global level to promote the realisation of human rights, social justice, equality and sustainability in development as a whole as well as in its own work as voluntary organizations through the application of principles, methods and strategies and in mechanisms and initiatives for development effectiveness especially in development cooperation.

Given the Pacific region's uniqueness as Small Islands Developing States, its vulnerability in the frontline of the negative impacts of climate change and the onslaught of globalization, PIANGO is calling for a rethinking of development in the Pacific Islands by Pacific Islands peoples ourselves in the context that our region has the highest level of aid per capita compared to the rest of the world, yet we a region, we are off-track and show mixed results in achieving the MDGs by 2015. Poverty is increasing, high gender inequality and gender based violence, rising sea levels and the negative impacts of climate change have threatened our livelihoods, there is low economic growth, an expanding youth bulge with fewer jobs.

The PIANGO network actively engaged in the global CSO preparations for the 2011 Busan Fourth High Level Forum on Aid Effectiveness. The 2010 Special PIANGO Council meeting endorsed PIANGO's engagement with the Open Forum for CSO Development. In April 2010, a national consultation was held in Suva Fiji followed by a regional consultation in Tonga in May 2010 which was the basis of the Pacific Islands submission collated with consultations from 80 other countries on CSO principles for development. All these were collated into a set of 8 global principles and adopted at the global CSO Assembly at which PIANGO was represented and now known as the *Istanbul Principles*.

The Istanbul Principles were further developed into a Framework that was adopted at the global CSO Assembly, again at which PIANGO was represented in Siem Reap, Cambodia in June 2011. This is now known as the *Siem Reap Consensus on the International Framework for CSO Development Effectiveness*.

The International Framework comprises of three parts – the Istanbul Principles for CSO Development Effectiveness; the standards by which CSOs will hold themselves accountable and the enabling environment conditions which are necessary for CSO development effectiveness.



PIANGO will apply the Istanbul Principles to the Pacific context and partner with the Australia Council for International Development (ACFID) for the development of a PIANGO Code to guide Ethical Practice, application of Professional Standards and a self-regulating accountability mechanism for Pacific CSOs who are PIANGO members. At the same time, PIANGO will advocate for enabling environment (EE) conditions with Pacific governments especially with respect to regulatory and policy mechanisms affecting the operations and registration of CSOs

PIANGO will develop a PIANGO Code of Ethical Practice to improve development effectiveness of PIANGO and its members. PIANGO will work with the ACFID which operates a code of good governance and practice that applies to their membership (i.e. Australian NGOs). This Code gives our partners confidence that NGOs are operating with good financial processes and that they are accountable both to their beneficiaries and to donors alike. The development and introduction of a PIANGO Code of Practice based on minimum standards and the Istanbul Principles

PIANGO and its NLUs will modify the ACFID Code to suit the Pacific Islands (and specific NLU) context. PIANGO will begin with 4 countries as pilot. The experience and learning from these countries will be shared and applied to the next lot of 6 countries to embrace the Code of Practice.

Goal 2: Development Effectiveness

Objective 2.1: Strengthening CSO Accountability processes

Output 2.1.1: Code

Activities:

- 2.1.1.1 Conduct one Conference for the 4 pilot countries (Tonga, Solomon Islands, Fiji, Timor Leste) to review the ACFID Code to the Pacific context
- 2.1.1.2 Extend the same process of the code development to 6 new member countries (Samoa, Cook Island, Niue, PNG, Tuvalu and Kiribati)
- 2.1.1.3 Consultation on the code to 9 more member countries (Nauru, Marshall, Guam, FSM, Palau, Vanuatu, New Caledonia, Tahiti and Wallis and Futuna)
- 2.1.1.4 Code Consultation for Regional Civil Society Organisations
- 2.1.1.5 Setting up the regional structure for the governance of the Code
- 2.1.1.6 Linking national code structures to the Regional structures

Output 2.1.2: Space for CSO participation and partnership on developmental dialogue

Activities:

- 2.1.2.1 Strengthen the sub regional secretariat and focal point role of PIANGO for the global CSO Partnership for Development Effectiveness
- 2.1.2.2 Establish a CSO seat at Pacific Plan Action Committee (PPAC)
- 2.1.2.3 Review and submit CSO perspectives on key Development Regional Plans e.g. Pacific Plan
- 2.1.2.4 Negotiate for CSO space in the Council of Regional Organisation of the Pacific (CROP)



3. Action Research and Policy Advocacy

PIANGO advocates a rethinking of the Development Paradigm in the Pacific Islands through taking the application of action research methodology suited to Pacific Island communities, to critically examine, address issues and take ownership of their own learning.

PIANGO is looking at influencing policy advocacy through action research. The approach is taking a critical perspective; a Pacific perspective from the people, articulating a paradigm informed by the people, by our spirituality, culture and identity acknowledging local knowledge and understanding of our own context to advocate for policy change.

PIANGO will facilitate the development of a development toolkit for use at the local community level to facilitate critical thinking and shifting paradigms and identifying common issues at both national and regional level.

The key objective is the development of a framework for a Tool Kit on Building Resilient Communities, adopting a bottom up approach to issue actions from the local level. The tool kit developed can be tailored to suit different issues context and to be used by the communities for their understanding and developing their own strategies.

PIANGO will embark into a process of rethinking development by engaging local expertise platform as a think tank for Pacific experts and thinkers to conceptualise and translate policies to enhance participation at local level for a Pacific future. This will be a broad based alliance of civil society groups with a strong interest in regional matters including churches, NGOs, academics, to stimulate, enable and support dialogue, build capacity, create competence, transformation, reconciliation and region-building.

The platform will identify Pacific expertise and stakeholders who will cooperate as associates to provide and offer services to the CSO sector in: strategic strengthening of institutions and organising of synergies; consulting in management of dialogue and transformations; dialogue events, promote and progress rethinking initiatives.

Goal 3: Action Research and Policy Advocacy

Objective 3.1: Building the body of evidence around issues to influence policy

Output 3.1.1: *Strengthen NLU to identify priority policy issues at National level*

Activities:

- 3.1.1.1 Development a common toolkit framework to identify priority policy issues for engagement and advocacy
- 3.1.1.2 Conduct an assessment of priority policy issues from national level
- 3.1.1.3 Established policy discussion forums at Regional level prioritizing policy issues that the PIANGO secretariat would engaged in policy advocacy
- 3.1.1.4 Publish Journals on CSO perspectives



Objective 3.2: *Enhanced the translation of policy into local and regional context*

Output 3.2.1: Strengthened local and regional expertise

Activities:

- 3.2.1.1 Create a database of national and regional experts and their area of expertise
- 3.2.1.2 Established 'Think Tank' on strategic identified selected issues
- 3.2.1.3 Conduct Action Research on strategic selected issues
- 3.2.1.4 Share findings and learning from Action Research exercises with the PIANGO network.

Objective 3.3: *CSOs' capacity on policy engagement and advocacy enhanced*

Output 3.3.1: Strengthened CSO capacity on policy engagement and advocacy

Activities:

- 3.3.1.1 Capacity Assessment on the capacity of NLU on policy engagement and advocacy
- 3.3.1.2 Train CSOs on policy formulation, policy analysis and engagement
- 3.3.1.3 Link Regional to National policy formulation process and support CSOs participation



4. Pacific Developmental Leadership

PIANGO recognises that leadership is crucial to development effectiveness. Throughout the region there have been many initiatives designed to address this. PIANGO has in the past, taken a lead role in building capacity in CSO and together with UNDP and UNITECH founded a successful Graduate diploma in NGO Management program. There is a clear role for PIANGO in this work, it is seen as valuable by our members and we have the organisational capacity to govern and direct the work. PIANGO will also seek to conduct a review capacity building work across the region, what has and has not worked, the challenges and opportunities posed by the current context and some options for going forward. In relation to this, PIANGO will work with PIFS at the regional level and Pacific national governments on social accountability in advocacy of good governance while at the same time develop leadership training and development to target next generation CSO leadership.

Civil Society and the people in the Pacific Islands region are facing indeed a multitude of pressing challenges ranging from large-scale exploitation of resources to environmental damage and effects of climate change; from growing poverty to increasing violence and conflicts; from neglect of rural development to issues of governance like corruption, mismanagement, lacking transparency and so on. There is a sweeping need to strengthen institutions and the next generation of leadership - and this includes Civil Society at large. More effective Civil Society organizations will be in a much improved position to address the developmental challenges of the people throughout the region.

The CSO sector in the Pacific Islands is very diverse but characterised by an increasing demand for effective leadership and impactful programming. Globally, NGOs and civil society organisations are playing an increasingly important role in development, reflecting a strengthening in capacity, impact and influence. In the Pacific however, capacity building is particularly critical for NGOs even in terms of basic administration and programming but more importantly in strategic planning and organisational development. A major challenge is the small pool of skilled NGO leaders available to provide the necessary strategic leadership for individual NGOs and the sector as a whole.

By strengthening Civil Society organizations this project will benefit the people in the region and contribute to the improvement of the frame conditions in the Pacific Islands region to enable broad-based developmental achievements; strengthen peace and a sustainable livelihood of the people; safeguard the creation; progress desirable transformations and establish a just future.

PIANGO is launching into a “*Future.Pacific*” program to develop a think tank of national CSO leaders and other stakeholders, form a coalition of Pacific Island CSO leaders to contribute to leadership development and to nurture the next generation of CSO leaders.

Building on the success of the GDP, PIANGO will evaluate the impact of the GDP and other Pacific capacity building initiatives and refocus to organisational development, strategic leadership development and innovation.

PIANGO will embark into a process of **rethinking** leadership approaches and create a common platform and a **think tank** for Pacific experts and thinkers to conceptualise a Pacific future. This will be a broad based alliance of civil society groups with a strong interest in regional matters including churches, NGOs, academics, think tanks, etc to stimulate, enable and support dialogue, build capacity, create competence, transformation, reconciliation and region-building.



The platform will identify Pacific expertise and stakeholders who will cooperate as associates to provide and offer services to the CSO sector in: strategic strengthening of institutions and organising of synergies; consulting in management of dialogue and transformations; dialogue events, promote and progress rethinking initiatives.

Goal 4: Pacific Developmental Leadership

Objective 4.1: *Enhanced the 'Talanoa' Concept on Developmental leadership in the Pacific*

Output 4.1.1: Establish a CSO eminent leaders coalition to expand spaces for civil society engagement

Activities:

- 4.1.1.1 Identify eminent CSO leaders to form the Coalition
- 4.1.1.2 Develop the structure of the Coalition and enhance negotiation and intervention skills

Objective 4.2: *Strengthen leadership capacity of CSO Emerging Leaders*

Output 4.2.1: Establish CSO Emerging Leaders Exchange and Coaching program

Activities:

- 4.2.1.1 Identify young emerging leaders from NLU Board of Directors and Executive Directors level to participate in the program
- 4.2.1.2 Facilitate placement arrangements with Regional Organisations to host the participants
- 4.2.1.3 Establish 'CSO Stars of the Pacific' – Emerging Leaders Alumni
- 4.2.1.4 Identify Mentor/Coach for the 'CSO Stars of the Pacific'
- 4.2.1.5 Encourage twinning of PIANGO representatives to Regional and International network



ANNEX

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