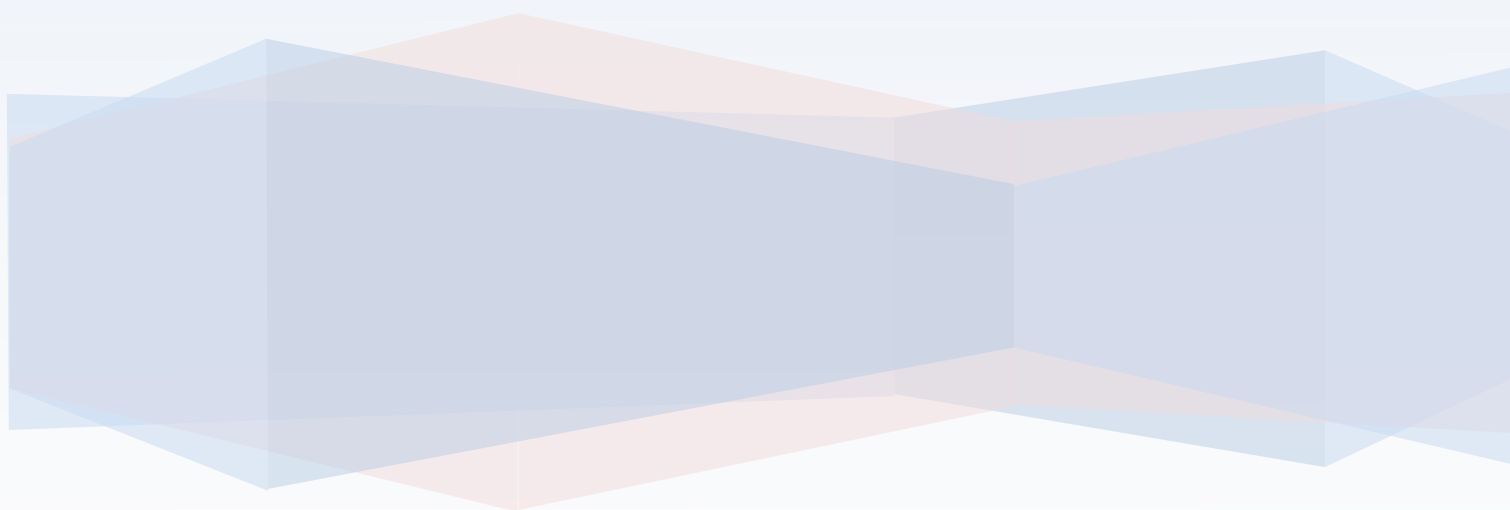


# **Survey of Fijian Civil Society Organisations Summary Report**

**September 2010**

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## ACRONYMS AND ABBREVIATIONS

ACSSP	Australian Civil Society Support Program
CBO	Community Based Organisation/s
CSO	Civil Society Organisation/s
EU	European Union
FCOSS	Fiji Council of Social Services
HRD/HRM	Human resource development/ human resource management
INGO	International Non-Government Organisation/s
M&E	Monitoring and evaluation
MSC	Most Significant Change
NGO	Non Government Organisation/s
NZAID	New Zealand's International Aid and Development Agency
UN	United Nations

## ACKNOWLEDGEMENTS

The design team would like to extend warm thanks to all organisations and individuals who took the time to respond to the survey and share their perceptions.

## EXECUTIVE SUMMARY

An online survey was developed by an independent design team engaged by AusAID to undertake the design of ongoing Australian support to civil society in Fiji. It was one of several mechanisms utilised to consult with a wide range of civil society and community based organisations, to gain access to views and perceptions regarding sectoral needs, capacities and priorities of a wider range of organisations that may otherwise be achievable through field missions.

Eighty-three people representing fifty organisations including religious organisations, community based organisations, national and international non-government organisations, trade unions and service clubs responded to the survey.

While the broad representation of organisations was positive, the lack of response from a number of AusAID's current partners, including those in receipt of core funding was disappointing.

The survey respondents overwhelmingly indicated that current priorities for CSOs in Fiji are seen as:

- ✦ responding to community needs (over 80% of all organisations), and
- ✦ delivering services to meet those needs (over 70% of all organisations).

Organisations also overwhelmingly identified the need for capacity building in order to support them to respond to community needs and deliver services effectively CSOs.

Key areas of priority need for capacity building include:

- ✦ human resource management and development (70.6% of respondents);
- ✦ financial management (70.6% of respondents)
- ✦ monitoring and evaluation; (over 62.5% of respondents)
- ✦ project management skills including programme design and planning and proposal writing (56.3% of respondents);
- ✦ organisational skills assessment (54.2% of respondents),and
- ✦ policy formulation (60% of respondents).

The high response to the need for skill development in policy formulation is of specific interest and perhaps reflects current efforts of parts of the sector to re-engage in governance processes.

Monitoring and evaluation is a key area of weakness, over 12% of organisations said they had no monitoring and evaluation systems in place, while the greater majority (over 65%) used ad hoc and informal mechanisms. There is a clear focus on reporting rather than a systematic approach to data collection, evidence and analysis.

There is a strong preference for work based capacity building (70.8%) to be delivered through work-based training and mentoring, skills sharing, joint planning and assessments, and the production of publications. This stresses the importance of providing relevant and sustainable capacity building activities, where learning and skills can be institutionalised.

Further, the high level of expertise in one or more of the core competencies implies that there is the potential for inter and intra-organisational work-based training and mentoring and skills development, and presents opportunities for AusAID to extend current approaches to capacity building through the design of a cross-organisational work based training and mentoring process.

Volunteer placements are seen as playing a valuable role in human resource development and would add value to any ongoing programming mechanism.

The survey exposed ongoing tensions and philosophical differences between organisations (65% of respondents indicated that mistrust was a barrier to intersectoral collaboration) as a key area of concern, and one which impedes effective interagency collaboration, sectoral development and service delivery and which should be addressed within any future design.

There is strong indication in the survey results, indicating that while organisations work with communities in delivering services, there is a role for any future civil society programme to play a role in strengthening relationships between organisations and communities, particularly with regards to establishing sound models and best practice in programme planning, community based planning and establishing priorities rather than the current status quo of consultation around project management and service delivery.

There remains an indication that civil society organisations in Fiji continue to deliver services and work with communities upon religious, ethnic and cultural lines, despite an identified need to enhance social cohesion.

The survey also highlights the changing funding scenario for CSOs in Fiji, including an increase of donor resources being channelled through CSOs, an imbalance between core funding and one off project funding and resultant limitations on funding for capital costs and operational infrastructure such as transport.

In summary, in order to achieve their mandate and expand and improve on the delivery of services in response to community needs, CSOs seek support from donors to:

- ✦ provide funding for ongoing service delivery;
- ✦ strengthen human resources and capacities for programme delivery, and
- ✦ support collaborative processes for improved social and sectoral cohesion.

The design team wishes to thank all respondents for their time in completing the survey and providing this valuable information to AusAID. The survey results identify a number of clear directions, as well as implications for the design of AusAID's future support to civil society, which will be further explored and discussed during field consultations to be held in October 2010.

## **SURVEY OUTCOMES REPORT**

### **PURPOSE OF SURVEY**

After undertaking a review of the current Australian Civil Society Support Program (ACSSP) to Fiji in 2009, AusAID is presently re-designing its support to ensure a strong and effective program that is focused on assisting civil society deliver services to vulnerable people in Fiji.

This survey was developed by AusAID's Civil Society Design Team<sup>1</sup> in consultation with AusAID staff, as one of several mechanisms utilised to consult with a wide range of civil society and community based organisations, in order to better understand issues, priorities and future support needs for the civil society sector in Fiji.

The following report discusses the responses to the survey and charts the self-identified strengths, competencies, training needs, and emergent priorities, opportunities and challenges for the Fijian civil society sector as a whole, as well as core issues and variations for sub-sectors.

The survey results will contribute to informing the design of AusAID's future Civil Society Support Program, as well as priorities for support in the interim/transitional period, however, it should not be seen as a comprehensive analysis of civil society needs, but rather, a mechanism to identify key issues and implications for the design process, and as such mutes a number of key issues to be explored further during field consultations.

### **METHODOLOGY**

The survey was an online survey, using the Survey Monkey instrument<sup>2</sup>, chosen due to its accessibility and ability to ensure confidentiality of response. It consisted of 25 questions (refer Annex 1: Survey Questions) aimed at gaining the perspectives of a range of Fijian civil society organisations (CSOs) regarding their priorities for the sector, skills and core competencies, training and development needs, modes of engagement with communities, collaboration with other organisations and current funding streams. The survey format included multiple choice, matrices of choices, and open-ended questions in which CSOs were invited to elaborate on current issues.

The survey was open to participation to a wide range of CSOs working across a range of sectors. This included community service providers, community based organisations (CBOs), international non-government organisations (INGOs) and those affiliated with them, religious organisations, trade unions, service clubs, and private donors and trusts (refer Annex 2. Survey Invitation List).

The survey was launched on September 1<sup>st</sup>, 2010 and closed on September 13<sup>th</sup>, 2010. Three reminders were sent to encourage participation. Several copies of the survey were also distributed by AusAID at the Fiji Council of Services (FCOSS) National Forum held in

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<sup>1</sup> The Civil Society Design Team consists of Suliana Siwatibau, Donna Leigh Holden, Emery Brusset, and Rebecca Spence.

<sup>2</sup> [www.surveymonkey.com](http://www.surveymonkey.com)

early September 2010. This enabled those who did not have Internet access to participate. These 24 responses were entered into the survey engine by the survey administrator.

The results were analysed as a block, and then cross tabulated by organisational classification to identify emergent themes and issues for each sub section of the sector. Results are collated by theme and presented in narrative text, percentages, excel spreadsheets and graphs and charts.

### Survey Sample and Response Rates

An invitation to participate in the survey was sent to 108 organisations including those who currently do and do not receive AusAID assistance. Annex 3 lists the 50 responding organisations.

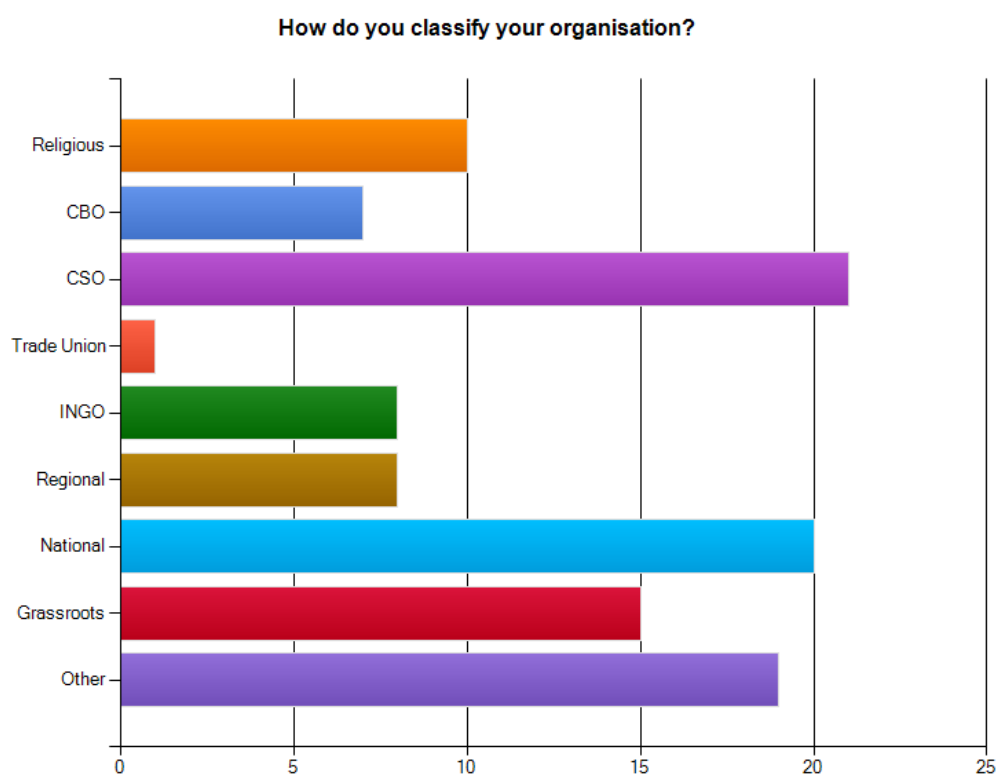
Eighty-three people, from 50 (of a possible 108) organisations participated in the survey<sup>3</sup>. This represents a response of 46%, which is a reasonable for an on-line survey and as such lends credence to the range of perspectives and the survey results. Further, the survey captured the voices of a diversity of staff members whom the design team may not otherwise have had a chance to consult with, as well as extending the reach to organisations that are outside of AusAID's immediate contact grouping.

## SURVEY RESULTS

### Organisation Type

Table One below shows how respondents classified the primary type of their organisation.

**Table 1: Respondents**



There were a high number of respondents (19) who classified their organisation as 'other'. This represents a confusion in nomenclature as upon analysis, 13 specified that they were non-government organisations (NGOs) and 6 more youth or school focused organisations. In this case and for purposes of the sample, these organisations are by definition all regarded as CSOs.

Survey respondents comprised:

- ✦ senior executives (43%)
- ✦ board members (12%)
- ✦ administrative staff (20%)
- ✦ field or project staff (18%).

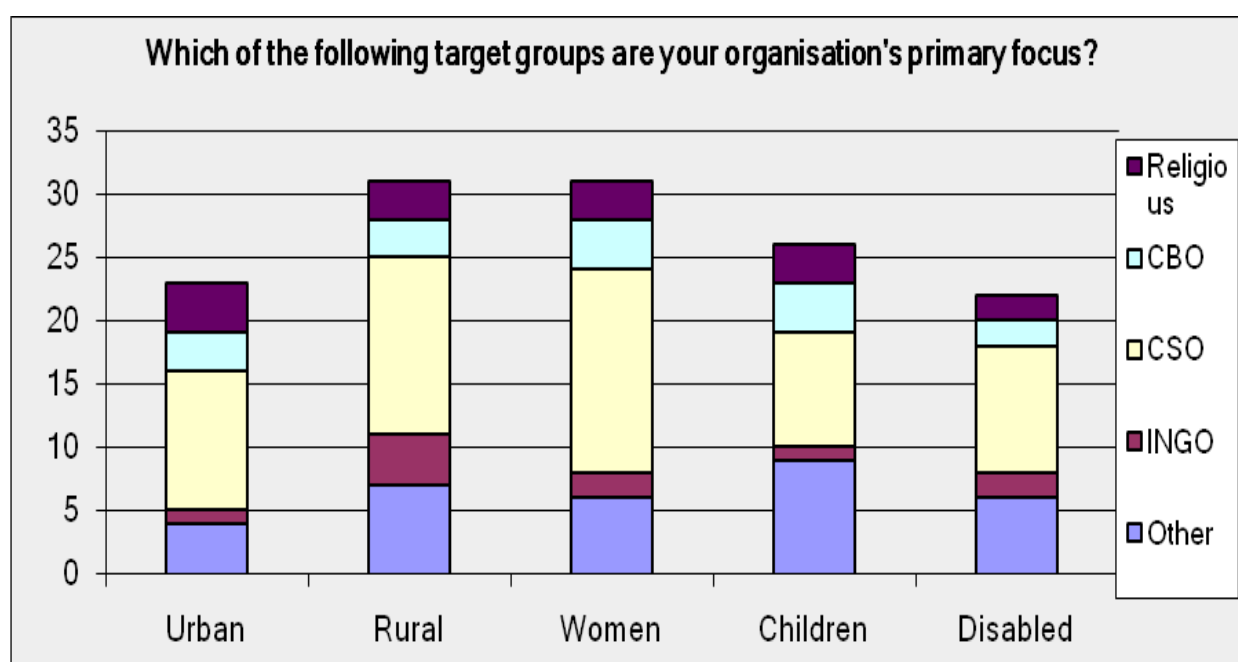
The survey invitation was targeted at executive level, encouraging them to share the survey link with their staff and Board Members. This explains the (expected) high response rates at the executive level, although it is encouraging that 57% of responses came from other positions, bringing broader perspectives to the survey.

The lack of response from a number of AusAID's current partners, including those in receipt of core funding was disappointing.

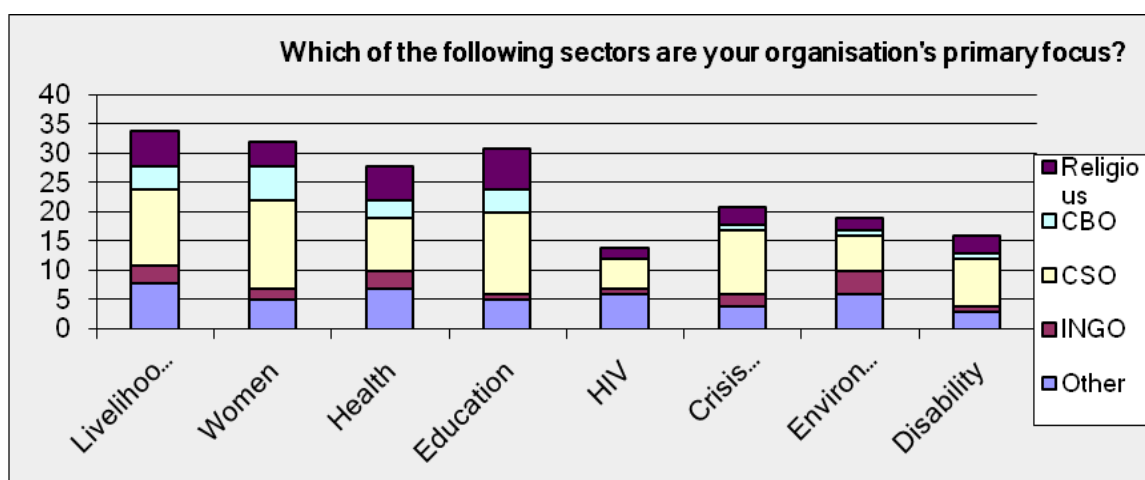
The sectoral and geographic areas of organisation focus were identified and are represented in Tables Two and Three respectively.

Responding organisations primarily work in rural areas (68%) with women (73%) and children (56%) as their key target groups, however a broad range of target groups were identified.

**Table Two: Organisation's Target Groups**

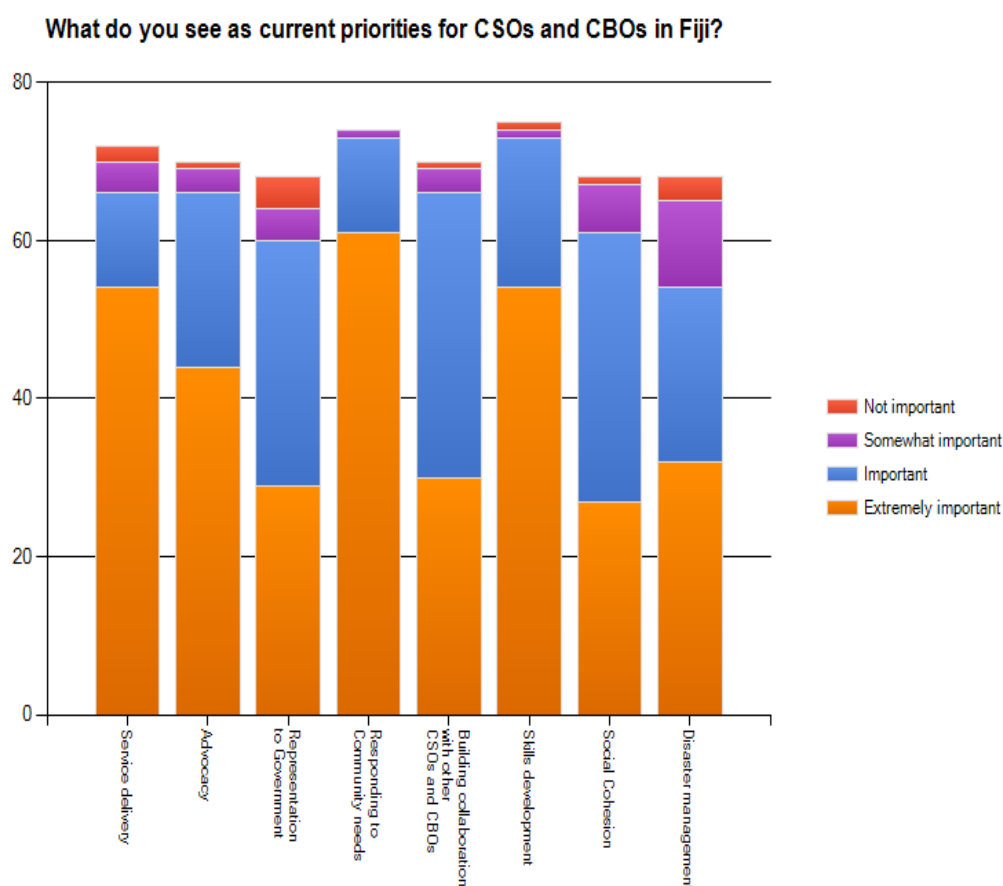


Livelihoods (60%), education (54%) and women (57%) were the key sectoral areas of focus of responding organisations.

**Table 3: Organisations Area of Sectoral Focus**

### Current Priorities for Civil Society in Fiji

Respondents were asked to rate priorities for CSOs in Fiji on a scale of very important to not important. Table Four shows that skills development, responding to community needs, and service delivery were seen as key priorities (over 60%). Other areas of strategic importance include advocacy, building collaboration amongst CSOs and social cohesion.

**Table 4: Current Priorities for Civil Society In Fiji**



The data was then broken down by organisational classification in order to determine whether priorities differ between the various types of organisations. This analysis found a largely even prioritisation of these issues however, respondents from religious organisations placed a higher priority upon building collaboration with other CSOs than others. This issue is discussed under the collaboration section of the survey report and may be attributed to high levels of mistrust and poor cohesion within the sector.

### CSO Sector Capacities and Strengths

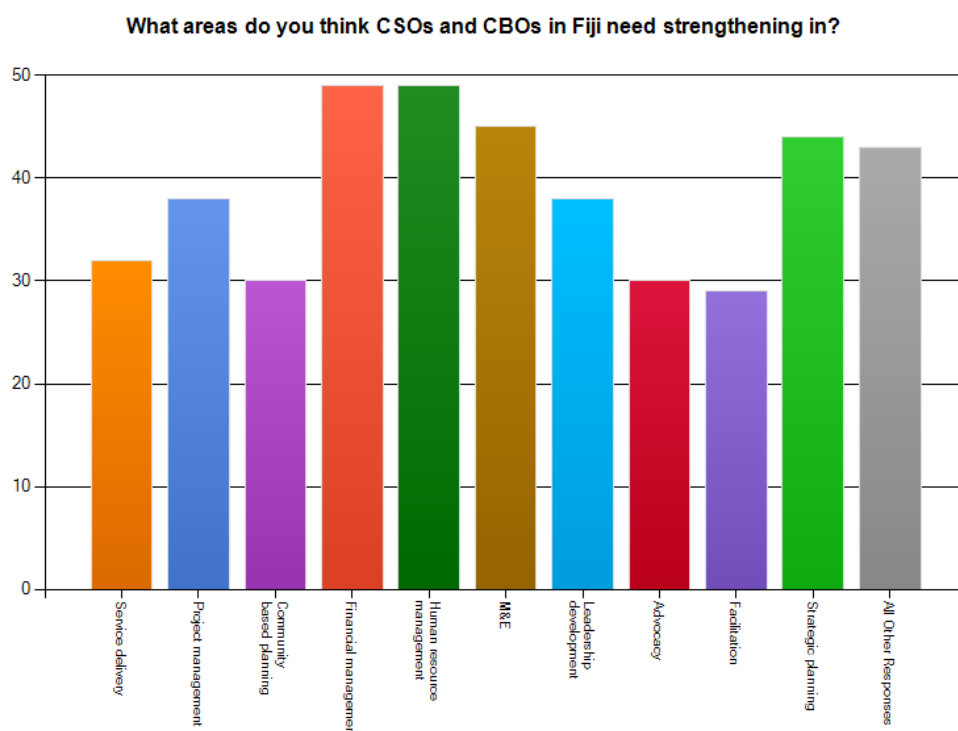
Respondents were asked to identify what they see as core CSO capacities. Overall, service delivery and advocacy were identified as core capacities along with leadership development, project management and community based planning (refer Table 5 below).

**Table 5: Core Capacities**

What are the things that you think CSOs in Fiji do well?							
Answer Options	How do you classify your organisation?					Response Percent	Response Count
	Religious	CBO	CSO	INGO	Other		
Service delivery	3	5	16	5	10	70.0%	35
Project management	2	5	12	5	7	56.0%	28
Community based planning	3	3	12	7	8	60.0%	30
Financial management	3	3	9	3	5	38.0%	19
Human resource management	2	3	6	2	2	26.0%	13
M&E	1	4	5	1	6	30.0%	15
Leadership development	2	6	10	3	8	52.0%	26
Advocacy	3	5	14	4	11	70.0%	35
Facilitation	3	3	12	4	6	52.0%	26
Strategic planning	2	3	10	2	10	50.0%	25
Policy formulation	1	3	6	1	5	28.0%	14
Other (please specify)							5

### Areas Requiring Strengthening

When asked which core capacities need to be improved upon, the responses were surprisingly similar with respondents calling for improvements in project management and leadership development. Human resource development and human resource management (HRD/HRM) was a clear priority for strengthening as was financial management (70.6% percent of all respondents) as shown in Table 6 over page.

**Table 6: Areas Requiring Strengthening**

There was some variation in the priorities of different organisation types as shown in Table 7 below. Respondents from CBOs identified financial management as a key priority (100%), whereas those from CSOs chose monitoring and evaluation (M&E) as their priority (84.2%). Again, HRD/HRM and leadership development were key priorities for most organisations (71.5% each), while respondents from religious organisations and CBOs chose a range of project management issues. The high response to skill development in policy formulation is of specific interest and perhaps reflects current efforts of parts of the sector to re-engage in governance processes.

**Table 7: Organisational Breakdown of Areas Requiring Strengthening**

What areas do you think CSOs and CBOs in Fiji need strengthening in?							
Answer Options	How do you classify your organisation?					Response Percent	Response Count
	Religious	CBO	CSO	INGO	Other		
Service delivery	4	3	9	1	6	41.2%	21
Project management	6	4	13	4	4	54.9%	28
Community based planning	5	4	7	1	5	41.2%	21
Financial management	3	7	14	4	10	68.6%	35
Human resource management	6	5	12	5	11	70.6%	36
M&E	5	5	16	2	8	60.8%	31
Leadership development	6	3	13	5	5	54.9%	28
Advocacy	4	3	9	0	6	39.2%	20
Facilitation	5	4	8	2	4	41.2%	21
Strategic planning	6	6	12	4	6	58.8%	30
Policy formulation	5	4	13	3	10	62.7%	32

## Monitoring and Evaluation

Respondents were asked an open-ended question about how they assessed their organisation's effectiveness. Overall responses to M&E were poor. Twelve of the 83 respondents did not answer the question at all, and eight said they had very basic or no M&E systems in place.

*"We don't have any measurement tools or guidelines yet"*

*"Letters of thanks. Word of mouth feedback. Feedback forms after workshops."*

Only six organisations claimed to use performance indicators, seven used questionnaires, four used external evaluators, and only one organisation reported that they employed participatory, qualitative tools such as Most Significant Change (MSC) methodologies:

*"We use a range of methodologies including participant surveys for consultations."*

*"Monitoring of qualitative and quantitative data, feedback from key stakeholders, clients and local government."*

*"Monitor against agreed targets using performance indicators."*

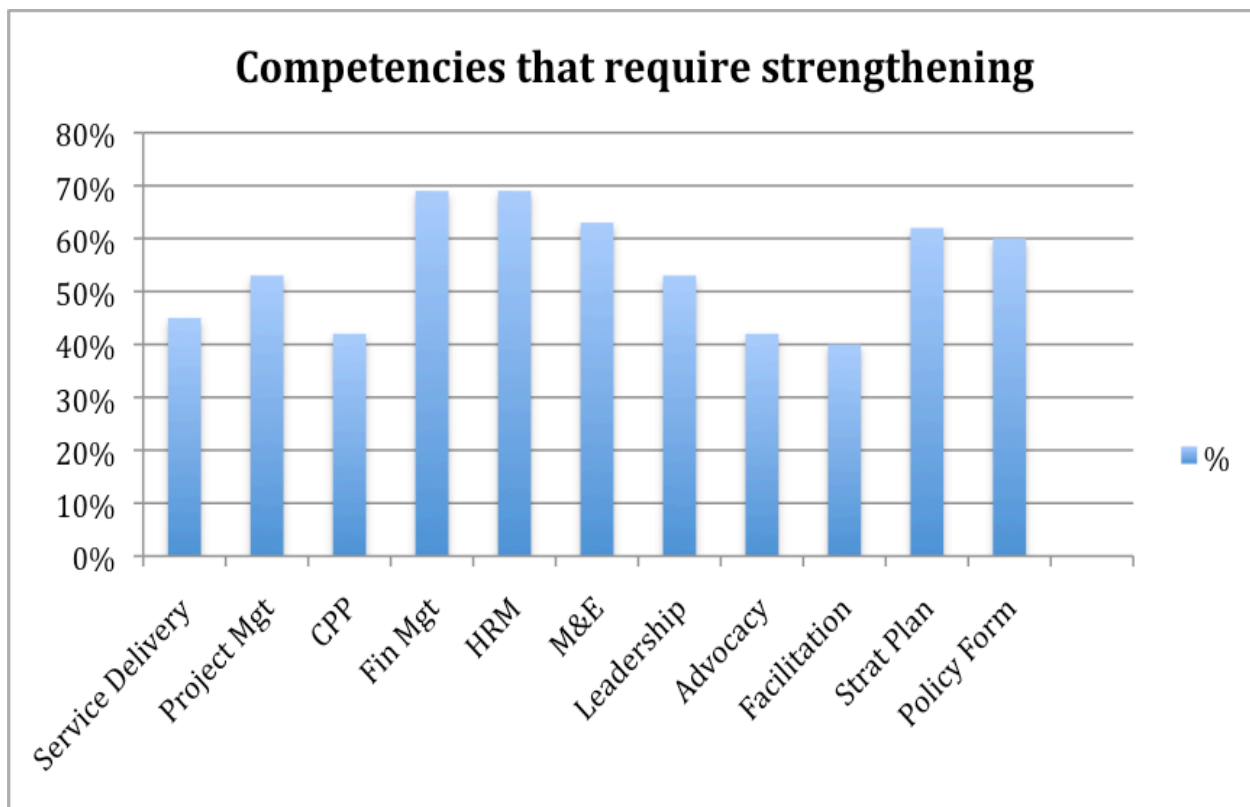
The large majority of respondents indicated that they used informal, ad hoc and largely non-quantifiable mechanisms for M&E. Most organisations (27) referred to reporting mechanisms (monthly meetings, reports and financial statements) rather than M&E tools indicating a focus on reporting rather than a systematic approach to data collection, evidence and analysis.

The substance of, and poor response rate to this question suggests (consistent with survey feedback regarding capacity building priorities) that M&E is an area needing improvement and is confirmed by the high level of priority placed on this for capacity building in M&E across the sector.

## Organisational Capacity Building Needs

The survey sought to identify the specific capacity building priorities for respondent's organisations. When asked in which competencies their own organisation required further skills training and development in, almost 70% of respondents cited HRD/HRM, financial management and over 60% cited M&E, strategic planning and policy development. This echoes the overall sectoral priorities established previously.

Specific sub categories of priority areas for skill development included proposal writing, project management, organisational skills assessment, and policy formulation, and to a lesser degree networking, fundraising and gender analysis.

**Table 8: Competencies Requiring Capacity Building**

A further breakdown of the responses from the various staffing levels within organisations was also undertaken. While there was little variation from this trend, field staff did highlight a desire for improvements in leadership development. This echoes the previously identified trend for HRD/HRM as a strategic issue and reflects anecdotal evidence collected through earlier consultations of poor secession planning, gaps between field and Executive levels and limited career development opportunities within the sector as a whole.

The survey also sought to break down organisational capacity building needs by sub sector. While HRD/HRM again came out as the strongest priority sector wide (68.8%), there were some interesting variations in the results represented in Table 10 over page.

Those from religious organisations identified organisational skills assessments (87.5%) and HRD/HRM (75%) as the key priority. CBOs identified M&E (83.3%), strategic planning and proposal writing (66.7% each), and CSOs identified M&E (73.7%) and organisational skills assessments (68.4%). INGOs identified financial management and HRD/HRM (83.5% each). Organisations identified as “others” identified project management (78.6%), HRD/HRM and leadership development (64.3%).

**Table 10: Organisational Breakdown of Competencies Requiring Strengthening**

6. In which of the following competencies does your organisation require capacity building?						
	How do you classify your organisation?					
	Religious	CBO	CSO	INGO	Other	Response Totals
Financial Management	50.0% (4)	50.0% (3)	52.6% (10)	<b>83.3%</b> (5)	50.0% (7)	56.3% (27)
Facilitation	62.5% (5)	33.3% (2)	21.1% (4)	0.0% (0)	35.7% (5)	33.3% (16)
Community planning processes	62.5% (5)	50.0% (3)	52.6% (10)	16.7% (1)	28.6% (4)	43.8% (21)
M&E	62.5% (5)	<b>83.3%</b> (5)	<b>73.7%</b> (14)	50.0% (3)	50.0% (7)	62.5% (30)
Strategic planning	62.5% (5)	66.7% (4)	36.8% (7)	66.7% (4)	50.0% (7)	52.1% (25)
Proposal writing	62.5% (5)	66.7% (4)	52.6% (10)	50.0% (3)	42.9% (6)	54.2% (26)
Organisational skills assessments	<b>87.5%</b> (7)	50.0% (3)	68.4% (13)	33.3% (2)	28.6% (4)	54.2% (26)
Leadership development	50.0% (4)	33.3% (2)	52.6% (10)	66.7% (4)	64.3% (9)	54.2% (26)
Service delivery	37.5% (3)	33.3% (2)	36.8% (7)	0.0% (0)	21.4% (3)	29.2% (14)
Project management	25.0% (2)	33.3% (2)	52.6% (10)	66.7% (4)	<b>78.6%</b> (11)	56.3% (27)
Human resource development	75.0% (6)	50.0% (3)	63.2% (12)	<b>83.3%</b> (5)	64.3% (9)	<b>68.8%</b> (33)
Other (please specify)	0 replies	1 reply	1 reply	1 reply	3 replies	6
<b>answered question</b>	8	6	19	6	14	48
<b>skipped question</b>						12

A clear message about building sectoral capacity through HRD/HRM emerges throughout the survey. Survey respondents have indicated that CSOs' priorities in Fiji are responding to community needs, delivering services to meet those needs and ensuring that their organisations have the skills to work effectively.

In order to be able to deliver effective services that respond to community needs CSOs identify a need for further skills in community based planning, in technical programming support, in project management skills including proposal writing, and in policy formulation. The consistency of responses calling for improvements to HRD/HRM, financial

management, M&E and policy formation suggests that it will be crucial to attend to these issues to ensure ongoing sectoral development, sectoral capacity and sustainability.

### Training Capacities

Respondents were asked to identify which, if any of the core competencies their organisation had the capacity to provide training for others. There was a positive response to this question with 51 respondents indicating that their organisations could provide some level of training in the competency areas identified in Table 11 below. Red markers indicate where organisations have existing curricula that could be utilised.

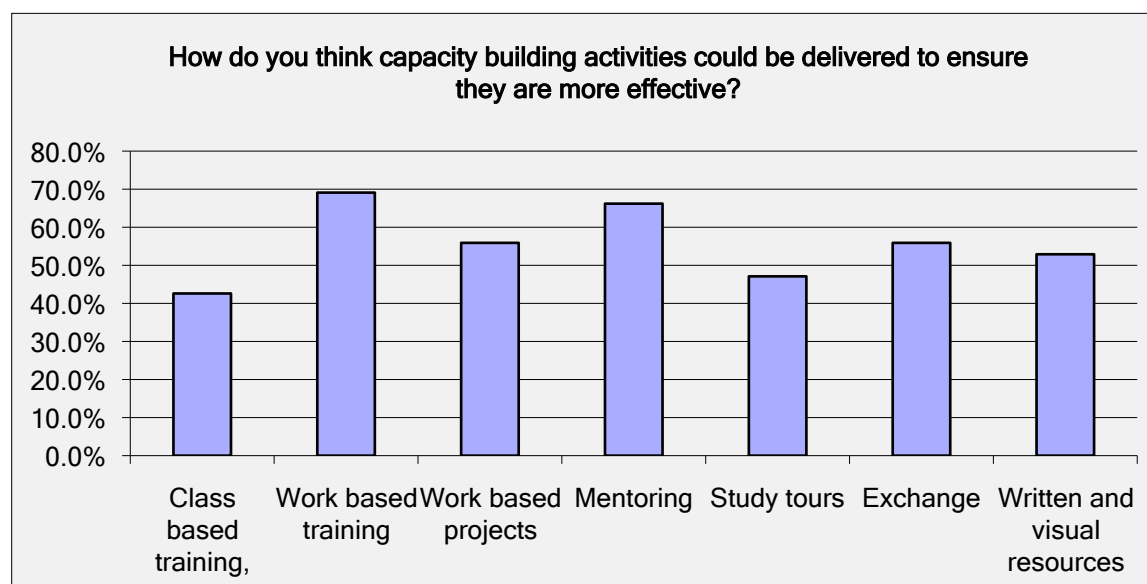
**Table 11: Training Competencies**

Training Competencies	Number	Training Competencies	Number
Community Media	2 (1)	Financial management	4
Community planning	10 (4)	Human resource development	4
Facilitation	6	Proposal writing	5
Leadership development	12 (3)	Gender training	3 (1)
Disability issues	1	Health issues (stress and trauma)	5 (4)
Service delivery	12	Project management	10
M&E	3	JOA	2

### Training Modalities

When asked to identify the preferred delivery modalities of capacity building activities, the majority of respondents chose work based training (70.8%), work-based projects and mentoring, with class-based training the least preferred.

**Table 12: Training Modalities**

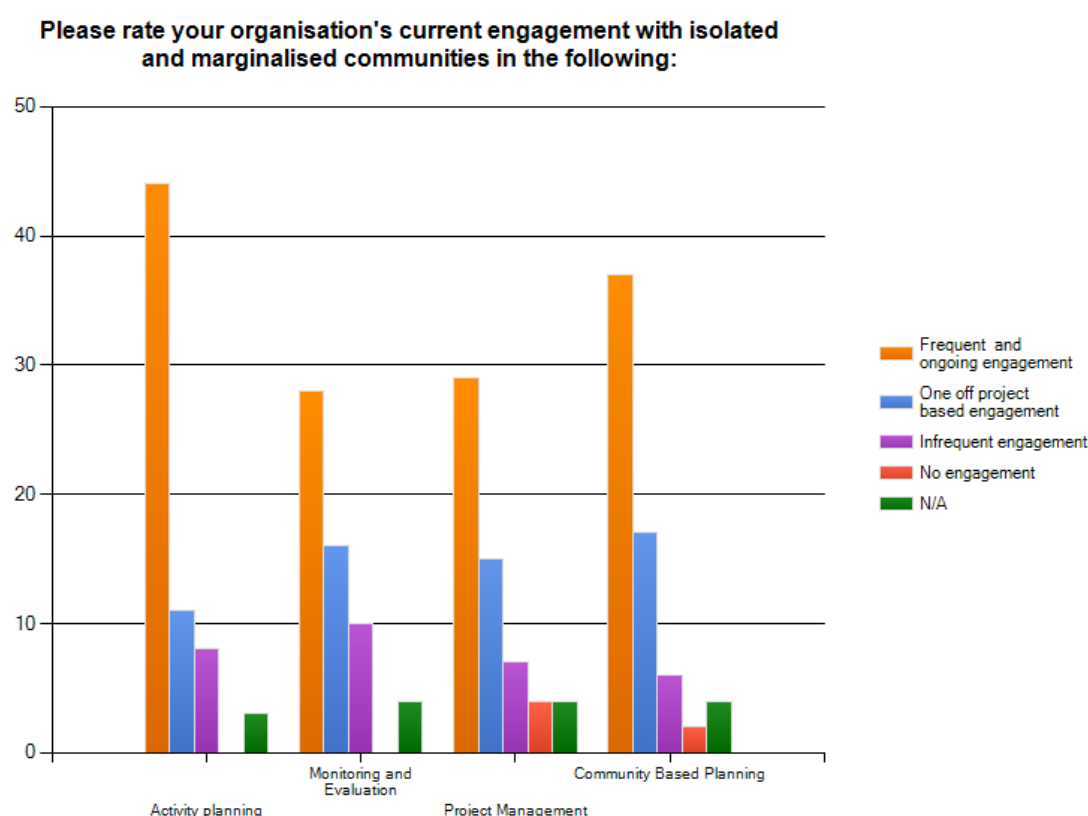


This stresses the importance of providing relevant and sustainable capacity building activities, where learning and skills can be institutionalised, as opposed to one-off training that appears to be the current norm. The high number of respondents offering expertise in one or more of the core competencies implies that there is the potential for inter and intra-organisational work-based training and mentoring and skills development, and presents opportunities for AusAID to extend current approaches to capacity building through the design of a cross-organisational work based training and mentoring process.

## Community Engagement

Respondents were asked to identify the main points of, and level of engagement with communities.

**Table 13: Focus of Community Engagement**



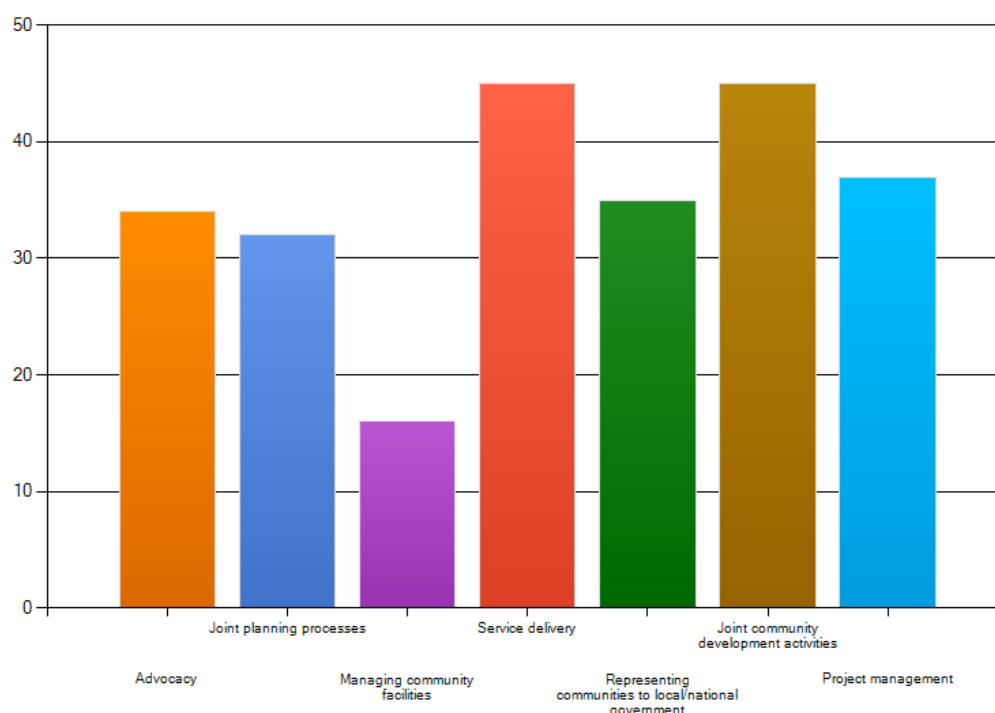
Respondents identified that activity planning and community based planning processes are the most frequent form of engagement. The latter however this appears to be a further point of nomenclature given that respondents identified that their engagement processes were centred around service delivery, activity planning and project management in particular (see Table Fourteen), rather than participatory needs assessments and community based planning mechanisms which we understand from earlier consultations are not widely adopted in Fiji.

This further brings into question the sectoral definition of engagement which appears to reflect contact with communities and programme beneficiaries, rather than a more industry wide technical definition which refers to qualitative processes of local governance in which engagement reflects involvement in assessment, planning and prioritisation of community

needs, resource allocation, accountability and demonstrating impact. This issue will be explored further through field consultations by the design team.

**Table 14: Areas of Engagement**

Do you work with communities in any of the following areas?



Respondents were then asked about challenges associated with community engagement. Table 15 following documents the response rates to the perceived current barriers to sustained CSO engagement in communities.

**Table 15: Barriers to Community Engagement**

Barrier	Response rate	Barrier	Response rate
Political restrictions (PER)	5	Lack of transport and geographical isolation	12
Lack of funding	25	Cultural impediments	5
Lack of human resources	18		

Funding and transport impediments and lack of human resources were cited as the key issues impeding access to communities, particularly with regard to outlying areas.

*“Transport problems and grant funding”*

*“Time, finance, availability of resources, response”*

*“Lack of funding, lack of skilled personnel to assist in the process”*

*“We desperately need a vehicle and in-country funding doesn’t allow for it”*



However, political and cultural barriers are also prevalent with communities citing religious and cultural differences as an impediment to access.

*“Cultural barriers: i.e. women are suppressed when men folk are present”*

*“Access to outlying communities and ongoing costs”*

The latter point possibly reflects the fact that many CSOs in Fiji continue to work with communities in Fiji along ethnic, religious or cultural lines. These results will also be further explored during the design process, to seek to find programming and funding mechanisms which may assist to overcome these obstacles and enable improved social cohesion.

### **Collaboration**

Respondents were asked a series of questions about networking and collaboration with other CSOs and were provided with an opportunity to provide open comments relating to both the benefits and obstacles to CSO collaboration.

The majority stated that they regularly collaborated with between four and six CSOs. This was primarily around capacity building opportunities (63%), shared service delivery (58%) and joint facilitation. The main mechanisms for collaboration identified were training workshops, national forums and one-on-one meetings.

Respondents recognised the benefits to CSO collaboration as being:

*“Enormous! Shared resources, greater sustainability of actions, more likelihood of change.”*

*“Sharing of resources, networking; mentoring, capacity building.”*

*“Strengthen partnerships and enhanced understanding of work.”*

*“Better access to information; less repetition of service delivery.”*

Table 16 below however highlights concerning responses to the question relating to the barriers to collaboration between CSOs indicating ongoing deep seated mistrust and suspicion (sic conflict), and to a lesser degree, competition for funding and resources between CSOs.

**Table 16: Benefits and Obstacles to CSO Collaboration**

<b>Benefits of Collaboration</b>	<b>Numbers</b>	<b>Obstacles to Collaboration</b>	<b>Numbers</b>
Networking	15	Political restrictions	5
Capacity building and skill sharing	19	Mistrust/Dislike	30
Less duplication	14	Funding issues	18

Open-ended feedback from respondents further expanded on this issue

*“Individuals and groups that impose their interest and view and be strong about it, meaning not able to see other perspectives can be a hindrance to collaboration”*

*“Unwillingness to collaborate on an equal platform”*

*“Personal differences and rivalry”*

*“Mistrust, leadership difficulties”*

*“People don’t get on with each other”*

*“Competition for funding”*

The severity of mistrust, and the number of respondents who cited it as a key reason for avoiding collaboration is a key impediment to the ongoing development of the CSO sector. Such rivalry and mistrust have been cited as impediments to collaboration and CSO development. The CIVICUS and the ACSSP mid-term review also cite lack of social cohesion within the sector and lack of trust as key weaknesses.

This issue has major implications for the potential success of any future civil society program in that if one of the core aims is to build partnership within and across the sector, mistrust and rivalry will be significant barriers to achieving this. Future programming approaches will need to provide incentives for collaboration in the interests of improving service delivery and outcomes and enable organisations to focus on their roles in this regard, rather than on the divisions which undermine collaboration. These could include joint sectoral planning for service delivery, joint funding mechanisms, joint M&E activities, shared staffing resources and the development of cross-organisational work-based training and mentoring processes.

### **Australian Volunteers**

Forty respondents from a range of organisation types had or had previously had Australian Volunteers working in their organisation. With one exception, all suggested that the placement had been effective as volunteers provided support in project management, staff development and brought new and fresh perspectives to the work place.

*“Critical support in project management and policy development and organisational strategic structures and processes.”*

*“Helped improve weak communication set up so that was an actual improvement during and after volunteer had left.”*

*“Result of establishment of a Youth Advocate Group that is now currently running.”*

The positive responses suggest that volunteers play a critical role in human resource development for CSOs, and that the continuation (and even possible up-scaling) of volunteer support would be a useful mechanism for supporting capacity building and for overall sectoral development within the ongoing civil society programme.

## **Funding**

The survey sought to gain a snapshot of the funding environment for CSOs in Fiji by listing the types of funding that CSOs receive from a range of known donors, and requesting information about other active donors to the sector. A list of all current and active donors (additional to those listed within the survey question) identified by CSOs within their survey responses is provided at Annex 4

Table 17 (over page) provides an overview of the scope of funding by organisation type. It shows the range of active donors and that there are a sizeable number of organisations who receive funding from multiple sources.

This broad funding landscape has ramifications for organisational streamlining of project management systems such as financial and activity management, reporting and acquittal processes and future funding mechanisms should explore ways of ensuring aid effectiveness, accountability and transparency while seeing that reporting mechanisms are not onerous or detract from the quality of service and programme delivery.

Furthermore, and especially within the context of the broad forms of core funding received by some organisations from a number of donors (international government donors, international NGOs, church based organisations and private trusts), it warrants a more detailed analysis how core funds are utilised, as well as of which organisations consistently attract funding and for what purpose, compared to those who do not.

The level of support being provided by INGOs was contrary to information received by the team in earlier consultations and a more detailed understanding of the current funding flows from these organisations would be valuable.

Finally, the funding landscape supports the previous issues identified by CSOs about the lack of funding for infrastructure which in turn impedes service delivery and in particular access to remote communities. Future funding mechanisms need to take into account medium-term funding requirements to enable programming impact and sustainability, as well as flexibility in relation to providing required capital or logistic resources to enable improved access to communities. This must of course be linked to clear indicators of performance and outcomes.

Table 17: Funding Sources

What type of funding does your organisation receive?						
Answer Options	How do you classify your organisation?					Response Count
	Religious	CBO	CSO	INGO	Other	
AusAID						
Core funding	1	1	5	1	3	31
Ongoing project funding	0	1	4	0	0	
One off small grant funding	1	2	3	2	2	
None	1	1	2	2	4	
	3	5	14	5	9	
NZAID						
Core funding	0	0	1	1	2	24
Ongoing project funding	1	0	3	1	1	
One off small grant funding	0	1	2	0	1	
None	1	3	5	1	4	
	2	4	11	3	8	
UN						
Core funding	0	0	0	0	0	21
Ongoing project funding	1	1	2	0	0	
One off small grant funding	0	2	2	0	2	
None	1	2	4	2	4	
	2	5	8	2	6	
Private sector						
Core funding	0	0	1	0	0	24
Ongoing project funding	1	1	3	1	0	
One off small grant funding	0	1	4	1	1	
None	1	2	3	1	5	
	2	4	11	3	6	
Community						
Core funding	1	0	0	0	0	25
Ongoing project funding	2	1	2	0	2	
One off small grant funding	2	1	1	1	1	
None	1	2	5	1	5	
	6	4	8	2	8	
Church						
Core funding	1	0	1	1	1	27
Ongoing project funding	2	0	5	0	0	
One off small grant funding	2	2	3	0	1	
None	1	3	1	2	5	
	6	5	10	3	7	
Other international donors						
Core funding	0	0	4	2	0	26
Ongoing project funding	0	0	4	1	3	
One off small grant funding	0	2	3	0	5	
None	1	2	1	1	2	
	1	4	12	4	10	
International Non Government Organisation						
Core funding	1	0	2	2	2	27
Ongoing project funding	0	0	3	2	1	
One off small grant funding	1	2	3	0	2	
None	1	2	4	1	3	
	3	4	12	5	8	
Service Organizations						
Core funding	0	0	2	0	0	28
Ongoing project funding	0	0	3	0	2	
One off small grant funding	0	1	6	1	6	
None	1	3	3	1	2	
	1	4	14	2	10	
Other international donors (please specify organisation from which you receive funding)						25

Table 18 indicates the duration of funding by organisations and donor type.

Of note is the clear lessening of funding over the 4-6 year period. This is most likely attributed to changes in donor behaviour and funding uncertainty as a result of national political shifts. However the lack of long-term engagement of donor's indicates a focus on one-off, limited duration project based funding. While this in itself does not lead to justification to a shift to core funding, it does indicate the need to explore opportunities for more sustainable funding mechanisms including long term project funding.

Also interesting to note is the significant increase of donor activity within the civil society sector over the past three years and an indicated reallocation of donor funding into the civil society.

**Table 18: Duration of Funding**

For how many years has your organisation received core funding?						
	How do you classify your organisation?					
Answer Options	Religious	CBO	CSO	INGO	Other	Response Count
1-3 Years						
AusAID	1	1	7	0	2	39
NZAID	0	0	1	1	1	
UN	0	0	2	0	1	
Private Trusts	1	0	1	0	0	
Other International Donors	1	0	4	0	2	
Community	0	0	0	1	0	
Church	0	0	3	0	0	
INGO	0	0	2	0	1	
No core funding	4	4	6	2	7	
	7	5	26	4	14	
4-6 Years						
AusAID	0	0	2	1	2	17
NZAID	0	0	1	0	1	
UN	0	0	0	0	0	
Private Trusts	0	0	0	0	0	
Other International Donors	0	0	1	1	0	
Community	0	0	0	0	0	
Church	0	0	1	0	0	
INGO	0	0	0	2	0	
No core funding	1	2	3	1	3	
	1	2	8	5	6	
7+ Years						
AusAID	0	1	0	0	0	20
NZAID	0	1	0	1	0	
UN	0	0	0	0	0	
Private Trusts	1	1	1	0	0	
Other International Donors	0	1	1	1	1	
Community	1	1	1	0	1	
Church	1	1	2	1	1	
INGO	0	0	1	1	1	
No core funding	1	2	3	1	4	
	4	8	9	5	8	

## Priorities for Future Donor Support

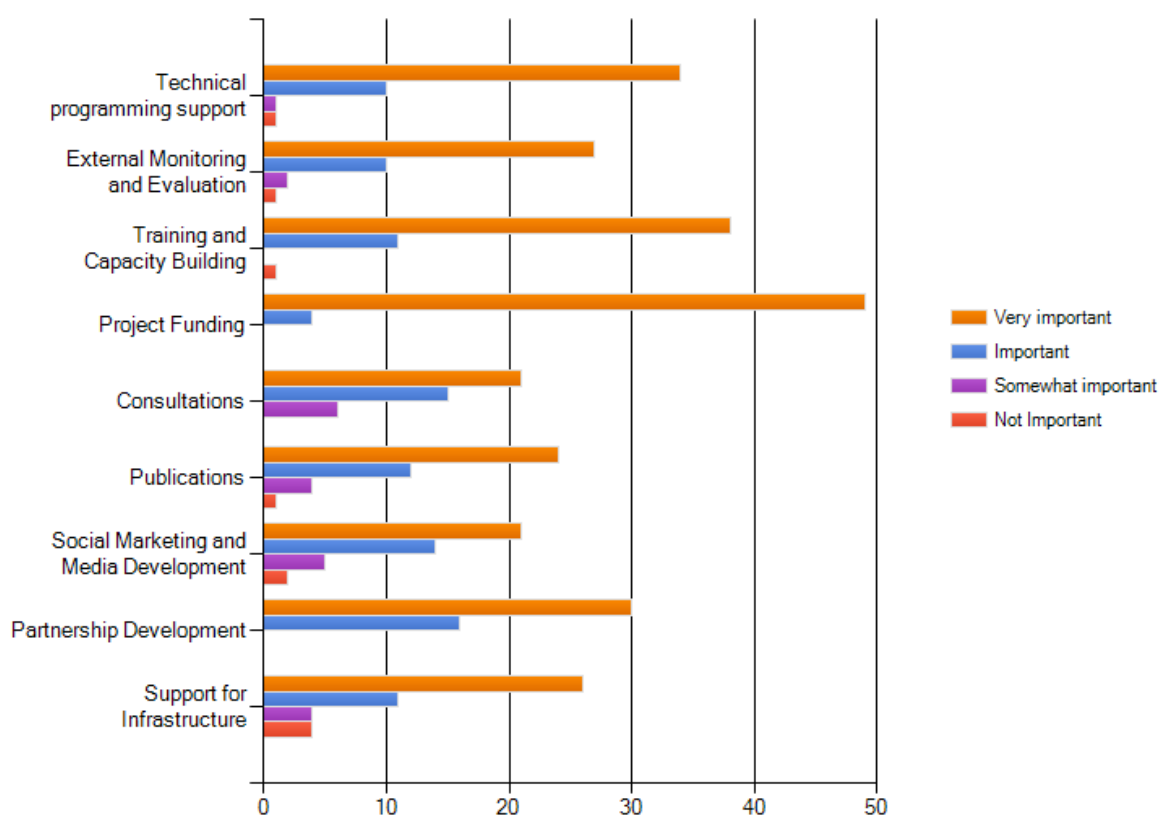
The final survey question asked respondents to nominate what they see as the most valuable areas of future AusAID support for CSOs.

Project funding was identified by over 90% of respondents with capacity building identified by over 75%. The latter further gains priority when coupled with the third identified priority of technical programming support, suggesting once again the high level of prioritisation CSOs place upon HRD and institutional capacity building to enable effective programming and for continued growth and survival.

Monitoring and evaluation and partnership support (identified as mechanisms to support intersectoral collaboration and social cohesion. Support for infrastructure and external M&E also rated as very important or important.

**Table 19: Support Areas**

**Nominate the most valuable areas of support that AusAID could provide CSOs**



## CONCLUSIONS – IMPLICATIONS FOR DESIGN

In short the survey has provided a useful summary of key points and trends for the design team. Information received from respondents has verified existing information and has also highlighted a number of areas for further exploration with CSOs through field consultations to be held in October 2010.

In particular, a number of key issues have been highlighted and will inform the ongoing process of design. These include:

- ✧ Clear statement of the relevance of ongoing funding – coupled with the need to define sustainable funding mechanisms to enable CSOs to deliver and expand services to vulnerable people and communities in Fiji.
- ✧ Clear messages regarding the critical importance of capacity building as a key mechanism to achieving the above.
- ✧ Prioritisation of areas of capacity building including:
  - ✧ HRD/HRM – organisational policy and practice as well as sectoral capacity building and leadership development;
  - ✧ M&E – tools for demonstrating outcome and impact including with a greater level of beneficiary participation;
  - ✧ Policy development - as civil society organisations re-engage in policy development processes and seek to influence governance.
  - ✧ Financial management
- ✧ The need for capacity building activities to be relevant to the workplace, roles and institutional development and sustainability. Which presents opportunities for AusAID to extend current approaches to capacity building through the design of a cross-organisational work based training and mentoring process.
- ✧ Recognition of the existing capacities of organisations and exploration of the potential for locally and sectorally led capacity development activities to include inter and intra-organisational work based training and mentoring and skills development.
- ✧ Importance of volunteers and their contribution to CSO capacity development.
- ✧ The priority of the need for future programming to address social cohesion and interagency collaboration – including overcoming distrust and current sectoral conflicts to enable a refocus upon improving service delivery to vulnerable people and communities. This includes the need for future programming approaches to provide incentives for collaboration in the interests in improving service delivery and outcomes for clients rather than the divisions which undermine this.
- ✧ The need to understand the funding environment better to enable the design of funding that support accountability, minimise the risk of overlap in services and address some of the financial and/or resource obstacles to expanding service delivery.
- ✧ The need to define and understand mechanisms for engagement. This includes more detailed discussions of *how*, and *where* and *with whom* activity planning processes take place in the community as well as whether, and how communities participate in project management.
- ✧ The need to define and understand the issue of partnerships and how these appear differently defined by CSOs and donors, namely what is the intent and purpose of various forms of partnership and collaboration and where are these of significance and not.

## ANNEX 1: SURVEY QUESTIONS

## AusAID Civil Society Support Survey

## \* 1. What do you see as current priorities for CSOs and CBOs in Fiji?

	Extremely important	Important	Somewhat important	Not important
Service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representation to Government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to Community needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building collaboration with other CSOs and CBOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Cohesion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaster management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>			

## 3. Core Capacities

## 1. What are the things that you think CSOs in Fiji do well?

- ☐ Service delivery
- ☐ Project management
- ☐ Community based planning
- ☐ Financial management
- ☐ Human resource management
- ☐ M&E
- ☐ Leadership development
- ☐ Advocacy
- ☐ Facilitation
- ☐ Strategic planning
- ☐ Policy formulation

Other (please specify)



**\* 2. What areas do you think CSOs and CBOs in Fiji need strengthening in?**

- ☐ Service delivery
- ☐ Project management
- ☐ Community based planning
- ☐ Financial management
- ☐ Human resource management
- ☐ M&E
- ☐ Leadership development
- ☐ Advocacy
- ☐ Facilitation
- ☐ Strategic planning
- ☐ Policy formulation

**\* 3. What current techniques do your organisation use to assess the effectiveness of program/projects?**

## 4. Capacity building

## AusAID Civil Society Support Survey

### \* 1. In which of the following competencies does your organisation require capacity building?

- ☐ Financial Management
- ☐ Facilitation
- ☐ Community planning processes
- ☐ M&E
- ☐ Strategic planning
- ☐ Proposal writing
- ☐ Organisational skills assessments
- ☐ Leadership development
- ☐ Service delivery
- ☐ Project management
- ☐ Human resource development

Other (please specify)

### \* 2. In which competencies could your organisation provide training ?

### 3. Does your organisation have training curricula developed?

If yes, describe the curricula

## AusAID Civil Society Support Survey

### \* 4. How do you think capacity building activities could be delivered to ensure they are more effective?

- ☐ Class based training,
- ☐ Work based training
- ☐ Work based projects
- ☐ Mentoring
- ☐ Study tours
- ☐ Exchange
- ☐ Written and visual resources

Other (please specify)

## 5. Community engagement

### 1. Which of the following target groups are your organisation's primary focus?

- ☐ Urban
- ☐ Rural
- ☐ Women
- ☐ Children
- ☐ Disabled

Other (please specify)

# AusAID Civil Society Support Survey

## \* 2. Which of the following sectors are your organisation's primary focus?

- ☐ Livelihoods
- ☐ Women
- ☐ Health
- ☐ Education
- ☐ HIV
- ☐ Crisis services
- ☐ Environment
- ☐ Disability

Other (please specify)

## \* 3. Please rate your organisation's current engagement with isolated and marginalised communities in the following:

	Frequent and ongoing engagement	One off project based engagement	Infrequent engagement	No engagement	N/A
Activity planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring and Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Based Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

## \* 4. Do you work with communities in any of the following areas?

- ☐ Advocacy
- ☐ Joint planning processes
- ☐ Managing community facilities
- ☐ Service delivery
- ☐ Representing communities to local/national government
- ☐ Joint community development activities
- ☐ Project management

Other (please specify)

## AusAID Civil Society Support Survey

- \* 5. What are some of the challenges associated with your organisation's capacity to engage with communities?**

## 6. Collaboration with other CSOs and CBOs

- \* 1. How many other CSOs and CBOs do you regularly collaborate with?**

- ☐ 1-3
- ☐ 4-6
- ☐ 7-9
- ☐ 10-15
- ☐ more

add in any details you wish to

### 2. What is the main focus of your collaboration?

- ☐ Shared facilities
- ☐ Joint facilitation
- ☐ Joint community planning processes
- ☐ Shared M&E
- ☐ Joint organisational skills assessments
- ☐ Shared leadership development
- ☐ Shared service delivery
- ☐ Mentoring
- ☐ Capacity Building

Other (please specify)

## AusAID Civil Society Support Survey

### 3. What are the main mechanisms for collaboration?

- ☐ Sector Forums
- ☐ Other
- ☐ One-on-one meetings
- ☐ Trainings/Workshops
- ☐ Government taskforces
- ☐ National Forums

Other (please specify)

### \* 4. What have been the benefits of collaboration?

### \* 5. What have been the obstacles to collaboration?

## 7. Volunteers

### \* 1. Do you have, or have you had in the past, Australian Volunteers at your organisation?

- ☐ Yes
- ☐ No

### \* 2. If yes, how was the placement effective for your organisational objectives?

## 8. Current Funding

# AusAID Civil Society Support Survey

## 1. What type of funding does your organisation receive?

	Core funding	Ongoing project funding	One off small grant funding	None
AusAID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NZAID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Church	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other international donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International Non Government Organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other international donors (please specify organisation from which you receive funding)

## \* 2. For how many years has your organisation received core funding?

	AusAID	NZAID	UN	Private Trusts	Other International Donors	Community	Church	INGO	No core funding
1-3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4-6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7+	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 9. Valuable Areas of Support

# AusAID Civil Society Support Survey

## 1. Nominate the most valuable areas of support that AusAID could provide CSOs

	Very important	Important	Somewhat important	Not Important
Technical programming support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Monitoring and Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Capacity Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Marketing and Media Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support for Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)



**ANNEX 2: SURVEY INVITATION LIST**

<b>Organisation</b>	<b>Address</b>	<b>Phone</b>	<b>Email</b>	<b>Contact</b>
Anglican Church	P O Box 35, Suva	3304261	<a href="mailto:diopolynesia@connect.com.fj">diopolynesia@connect.com.fj</a>	
Arya Pratinidhi Shabha of Fiji	P O Box 4245, Samabula	3386004, 9386619	<a href="mailto:aryasamaj@connect.com.fj">aryasamaj@connect.com.fj</a>	Murali Lal
Catholic Women's League		3314407, 9939297, 9819769	<a href="mailto:susanaevening@connect.com.fj">susanaevening@connect.com.fj</a> / <a href="mailto:ashie_itp@yahoo.com">ashie_itp@yahoo.com</a>	Susan Evening / Asela Naisara
Chinese Youth Association /National Youth Advisory Board			<a href="mailto:janelle_wong@hotmail.com">janelle_wong@hotmail.com</a>	Janelle Wong
Citizen's Constitutional Forum	P O Box 12584, Suva	9921037	<a href="mailto:ayabaki@ccf.org.fj">ayabaki@ccf.org.fj</a>	Akuila Yabaki
Community Rehabilitation Programme	Tamavua Hospital	3321500	<a href="mailto:matakibau@yahoo.com.au">matakibau@yahoo.com.au</a>	
ECREA Youth & Peace Development Programme			<a href="mailto:ypdp@ecrea.org.fj">ypdp@ecrea.org.fj</a>	Waisale Ramoce
Epic Youth Mediators			<a href="mailto:wac@connect.com.fj">wac@connect.com.fj</a>	Sitiveni Kinikini
Femlink Pacific	P O Box 2439, Government Bldgs, Suva	3307207, 9993589	<a href="mailto:sharon@femlinkpacific.org.fj">sharon@femlinkpacific.org.fj</a>	Sharon Bhagwan
Fiji Association for the Deaf	P O Box 15178, Suva	3319042	<a href="mailto:fijideaf@connect.com.fj">fijideaf@connect.com.fj</a>	
Good Neighbour International	P O Box 13032, Suva	3312698	<a href="mailto:tgn@connect.com.fj">tgn@connect.com.fj</a>	Rev.Paul Ramswarup
Fiji Association of Social Workers	P O Box 1260, Suva	3317636	<a href="mailto:faswa@connect.com.fj">faswa@connect.com.fj</a>	
Fiji Association of Sports & National Olympic Committee		3303525	<a href="mailto:fasanoc@fasanoc.or.fj">fasanoc@fasanoc.or.fj</a>	
Fiji Australia Business Council Baha Fiji Project		7012004	<a href="mailto:marlene.dutta@bahafiji.org">marlene.dutta@bahafiji.org</a> , <a href="mailto:marlzdfj@gmail.com">marlzdfj@gmail.com</a>	Marlene Dutta
Fiji Cancer Society	P O Box 16660, Suva	3324960	<a href="mailto:cancer@connect.com.fj">cancer@connect.com.fj</a>	Nirmila Nambir
Fiji Council of Social Services	P O Box 13476, Suva	3312649	<a href="mailto:execdirector@fcoss.org.fj">execdirector@fcoss.org.fj</a> , <a href="mailto:fcoss@connect.com.fj">fcoss@connect.com.fj</a>	Hassan Khan
Fiji Disabled People's Association	P O Box 15178, Suva	3311203	<a href="mailto:fdpa@connect.com.fj">fdpa@connect.com.fj</a>	Anaseini Vakdia / Angeline Chand
Fiji Locally Managed Marine Areas			<a href="mailto:Aalbersberg@usp.ac.fj">Aalbersberg@usp.ac.fj</a>	Bill Aalbersberg
Fiji Medical Services Pacific	Private Bag 355 Waimanu Rd Suva Fiji	3630108, 9991184	<a href="mailto:jennifer.poole@medicalservicespacific.org.fj">jennifer.poole@medicalservicespacific.org.fj</a>	Jennifer Poole
Fiji Muslim League	P O Box 12375, Suva	9210514	<a href="mailto:Fijimuslim@connect.com.fj">Fijimuslim@connect.com.fj</a> , <a href="mailto:gayyum_cda@yahoo.com">gayyum_cda@yahoo.com</a>	Abdul Qayyum Khan
Fiji Muslim Women Zanana League			<a href="mailto:Fijimuslim@connect.com.fj">Fijimuslim@connect.com.fj</a>	Nisha Buksh

## Survey of Fijian Civil Society Organisations – September 2010

Fiji Muslim Youth Movement			<a href="mailto:fmym@connect.com.fj">fmym@connect.com.fj</a>	Jameel Akhtab Mohammed / Zaynah Shameem
Fiji Red Cross Society	GPO Box 569, Suva	3314133	healthcare@redcross.com, redcross@connect.com.fj	Alison Cupit
Fiji Scouts Association	P O Box 443, Suva	7227089, 3576112	<a href="mailto:korosea@connect.com.fj">korosea@connect.com.fj</a>	Joji Qaranivalu
Fiji Society for the Blind	P O Box 521, Suva	3382966	<a href="mailto:fjsb@connect.com.fj">fjsb@connect.com.fj</a>	Barbara Faruk
Fiji Women's Crisis Centre	88 Gordon Street, Suva	3313300, 8814609, 6707558	fwcc@connect.com.fj	Shamima Ali
Fiji Women's Rights Movement	P O Box 14194, Suva	9249906	virisila@fwrn.org.fj	Virisila Buadromo
FJN+	P O Box 15139, Suva	3310958, 8387567	emosiratini@yahoo.co.uk, vinitabs@yahoo.com	Emosi Ratini Vukaialau
FRIEND	P O Box D623, Lautoka	6663181, 9950627	admin@fijifriend.com; director@fijifriend.com	Sashi Kiran
FSPI	P. O. Box 180006, Suva	9239818, 3312250	Lionel.gibson@fspi.org.fj	Lionel Gibson
Initiatives of Change			<a href="mailto:ratumeli@connect.com.fj">ratumeli@connect.com.fj</a>	Ratu Meli Vesikula
Latter Day Saints Church	GPO Box 12892, Suva	9922357	<a href="mailto:nbure@connect.com.fj">nbure@connect.com.fj</a>	Nemani Buresova
Live & Learn Environment Education	Private Mail Bag, Suva	3315868	doris@livelearn.org.fj	Doris Ravai
Marie Stopes International	30 Ratu Sukuna Rd, Nasese	3317459	<a href="mailto:belinda.king@mariestopes.org.fj">belinda.king@mariestopes.org.fj</a>	Belinda King
Methodist Church of Fiji	P O Box 357, Suva	3311477	tapisalome@yahoo.com	Apisalome Tudreu
Nadroga Youth Council			<a href="mailto:vakili8ben@yahoo.com">vakili8ben@yahoo.com</a>	Ben Vakili
National Council of Women Fiji	72 McGregor Rd, Suva	3301891, 7070089	vulaonotauga@yahoo.com, ncwf@connect.com.fj	Tauga Vulcanono, Fay
NatureFiji / Mareqeti Viti			<a href="mailto:Nunia@naturefiji.org">Nunia@naturefiji.org</a>	Nunai Thomas
Nausori Rural Women's Association	P O Box 380, Nausori	3478164, 9967349	ssegran@live.com	Sharda Segran
Pacific Centre for Peace Building	GPO Box 18167, Suva	3681219, 9975216	<a href="mailto:pcpbffiji@connect.com.fj">pcpbffiji@connect.com.fj</a> / <a href="mailto:arietakoilaoilsson@yahoo.com">arietakoilaoilsson@yahoo.com</a>	Koila Costello Olsson
Pacific Counselling & Social Services	P O Box 13351, Suva	3100191, 9952893, 6650482	joe.cohen@pcss.com.fj, familysupport@connect.com.f	Joe Cohen
Partner in Community Development Fiji	P O Box 14447, Suva	3300392, 9362432	travumaidama@pcdf.org.fj, amadden@pcdf.org.fj	Tevita Ravumaidama, Annie Madden
Project Heaven	P O Box 4419, Suva	3320921	heavenpro@connect.com.fj	Fani Volatabu
Psychiatric Survivors Association of Fiji	Qarase House, 3 Brown St, Toorak	3313904	<a href="mailto:fdpa@connect.com.fj">fdpa@connect.com.fj</a>	
Rescue Mission	46-50 Knolly Street, Suva	3310737	rescuemission@connect.com.fj	Vela Serukalou
Salvation Army	P O Box 14412, Suva	3315177, 8658761, 9981835	jaresarita@yahoo.com	Captain Sarita Jare

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Save the Children Fiji - Suva	P O Box 3349, Govt Bldgs, Suva	3313178, 9253322	<a href="mailto:cshekhar@savethechildren.org.fj">cshekhar@savethechildren.org.fj</a>	Chandra Shekhar
Seventh Day Adventist Church	37 Queens Rd, Lami	3361022	<a href="mailto:sdafiji@adventist.org.fj">sdafiji@adventist.org.fj</a>	
Shree Sanatan Dharam Prathinidhi Sabha	P O Box 8685, Nakasi	3393378, 9279747	<a href="mailto:sanatanfiji@connect.com.fj">sanatanfiji@connect.com.fj</a> / <a href="mailto:jainan_p@hotmail.com">jainan_p@hotmail.com</a>	Chengaiya Naidu / Jainand Prasad
Soqosoqo Vakamarama		3381408, 3381410	<a href="mailto:ssvhq@connect.com.fj">ssvhq@connect.com.fj</a> / <a href="mailto:efralulu@yahoo.com.au">efralulu@yahoo.com.au</a>	Elenoa Ralulu
Spinal Injury Association of Fiji	P O Box 17147, Suva	3307908		
Suva Society for the Intellectually Handicapped	P O Box 896, Suva	3681081		Vishwar Sital
TISI Sangam	P O Box 9, Nadi	6700016, 9929016	<a href="mailto:ashokmani_f@sangamfiji.com.fj">ashokmani_f@sangamfiji.com.fj</a>	Ashok Mani
Transparency International Fiji	P O Box 11734, Suva	3304702, 9098188	<a href="mailto:siwatibau@connect.com.fj">siwatibau@connect.com.fj</a> ,	Zeena Sherani, Suliana Siwatibau
United Blind Persons Association	P O Box 16015, Suva	3300616	<a href="mailto:ubp@connect.com.fj">ubp@connect.com.fj</a>	
Western Disabled Persons Association	P O Box 249, Lautoka	6665985	<a href="mailto:westerndisabled@yahoo.com">westerndisabled@yahoo.com</a>	
Wetlands International			<a href="mailto:apijenkins@connect.com.fj">apijenkins@connect.com.fj</a>	Aaron Jenkins
Women's Action for Change	P O Box 12398, Suva	3314363	<a href="mailto:wac@connect.com.fj">wac@connect.com.fj</a>	Peni Moore
Worldwide Fund for Nature			<a href="mailto:ktabunakawai@wwfpacific.org.fj">ktabunakawai@wwfpacific.org.fj</a>	Kesaia Tabunakawai
Young Women's Christian Association	P O Box 15901, Suva	3340433	<a href="mailto:lion2dcore@yahoo.com">lion2dcore@yahoo.com</a> / <a href="mailto:lebamtaitini@connect.com.fj">lebamtaitini@connect.com.fj</a>	Salote Waqa / Leba Mataintini
Fiji Nursing Association		3305855/3304881	<a href="mailto:fna@connect.com.fj">fna@connect.com.fj</a>	Kuini Lutua
Kidney Foundation of Fiji	GPO Box 17983, Suva	3315511	<a href="mailto:kidney@connect.com.fj">kidney@connect.com.fj</a> / <a href="mailto:info@kidanet.com.fj">info@kidanet.com.fj</a>	
Veiqaravi Ecumenical Training Centre	P O Box 15422, Suva	3398677	<a href="mailto:ltevi@piango.com">ltevi@piango.com</a>	Lorine Tevi
St Vincent De Paul Society of Fiji	P O Box 1344, Suva	3304385	<a href="mailto:svdpnc@connect.com.fj">svdpnc@connect.com.fj</a>	Hansy Peters
Fiji Council of Social Services - Microfinance Unit	P O Box 13476, Suva	3311024	<a href="mailto:fcossmfu@unwired.com">fcossmfu@unwired.com</a>	Lavenia Baro
Fiji Council of Churches		3313798	<a href="mailto:fijichurches@connect.com.fj">fijichurches@connect.com.fj</a>	
Fiji Girls Guides Association	P O Box 222, Suva	3300980	<a href="mailto:girlguidefiji@connect.com.fj">girlguidefiji@connect.com.fj</a>	Taini Vanuavou
Housing Assistance and Relief Trust	P O Box 6194, Suva	3392941/3393718	<a href="mailto:lorima004@yahoo.com">lorima004@yahoo.com</a>	Mere Rokosawa Lorima Rokosawa
Rotary Club of Suva		3391211	<a href="mailto:raghwan@connect.com.fj">raghwan@connect.com.fj</a>	Malini Ragwan
Church of God of Fiji	2 Brown St, Suva	3316705	<a href="mailto:cogfiji@kidanet.com.fj">cogfiji@kidanet.com.fj</a>	
Fiji Early Childhood Association		9799853	<a href="mailto:unaisivasutuivaga@yahoo.com">unaisivasutuivaga@yahoo.com</a>	Vasu Tuivaga
Fiji Consumers Association	GPO Box 12018, Suva	9974531, 9368249	<a href="mailto:paras_sukul@yahoo.com">paras_sukul@yahoo.com</a>	Paras Sukul
Bayly JP Trust	P O Box	3313139	<a href="mailto:admin@baylytrust.org">admin@baylytrust.org</a>	Joseph Singh

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	15042, Suva			
Habitat for Humanity Fiji	P O Box 16154, Suva	3312012	habfiji@connect.com.fj, losalini.tuwere@gmail.com	Losalini Tuwere
Homes of Hope	P O Box 17090, Suva	3322033	hoh@hopefiji.com.fj	Pastor Mark Rouche & Lin Rouche
St John Association of Fiji	P O Box 70, Suva	3302584	<a href="mailto:ebovorov@yahoo.com">ebovorov@yahoo.com</a> , <a href="mailto:stjohnambulance@connect.com.fj">stjohnambulance@connect.com.fj</a>	Emma Bovoro
CreatiVITI Arts Centre	28 Cawa Rd, Martintar, Nadi	6727070	<a href="mailto:creativiti@connect.com.fj">creativiti@connect.com.fj</a>	
Fiji Arts Council	P O Box 2432, Govt Bldg, Suva	3311754	<a href="mailto:fijiartscouncil@connect.com.fj">fijiartscouncil@connect.com.fj</a>	Letilla Mitchell
Gold Foundation		6681811		Irene Kumar
Fiji Surfers Association		9997719	<a href="mailto:jphillip@nac.com">jphillip@nac.com</a>	John Phillip
Fiji National Council for Disabled Persons	GPO Box 16867, Suva	3319045, 3319162	<a href="mailto:fnacdp@connect.com.fj">fnacdp@connect.com.fj</a>	Dr. Sitiveni Yanuyanutawa
Atheletics Fiji		3232925, 9200358		Albert Miller
Youth Champs for Mental Health	P O Box 14447, Suva	3300392	<a href="mailto:catherine.rosie@gmail.com">catherine.rosie@gmail.com</a>	Rosie Catherine
Women in Business		3314044	<a href="mailto:alison@alizpacific.com.fj">alison@alizpacific.com.fj</a>	Nur Bano Ali
Poor Relief Society	P O Box 388, Suva			
Gujarat Education Society	P O Box 6902, Suva	3386884, 9916329	<a href="mailto:gujarated@connect.com.fj">gujarated@connect.com.fj</a>	Kamlesh Kumar
Home of Compassion	P O Box 3673, Samabula	3370644	<a href="mailto:docchanel@relpac.org.fj">docchanel@relpac.org.fj</a>	
Life Line Counselling Services	5 Tabua Place, Ba	6670563		Margaret Simadri
Womens Infromation Network	P.O. Box A111 R. B. Centrepoint, Laulala Beach Estate, Suva		<a href="mailto:chand_ra@usp.ac.fj">chand_ra@usp.ac.fj</a>	Dr Rajni Chand
Adventist Development & Relief Agency	P O Box 297, Suva	3364150	<a href="mailto:scavalevu@adventist.org.fj">scavalevu@adventist.org.fj</a>	Savenaca Cavalevu
Fiji Rotahomes Project	P O Box 245, Lautoka	66,500,429, 360,419	<a href="mailto:heywmik@aol.com">heywmik@aol.com</a>	Willie Haywood
Women Entrepreneurs Fiji		9952579, 3303487		Bernadette Rounds Ganilau
Virtues Project		3410055	<a href="mailto:kanaproject@connect.com.fj">kanaproject@connect.com.fj</a> , <a href="mailto:kerrmatau@connect.com.fj">kerrmatau@connect.com.fj</a>	Shirley Kerr Matau
AIDS Task Force Fiji			<a href="mailto:aidstaskfiji@connect.com.fj">aidstaskfiji@connect.com.fj</a>	
Pacific Network on Globalisation		93316722, 3310025	<a href="mailto:coordinator@pang.org.fj">coordinator@pang.org.fj</a>	Maureen Penjueli
Young Men's Christian Association	P O Box 1412, Suva	3313420	<a href="mailto:ymcafj@connect.com.fj">ymcafj@connect.com.fj</a>	
Birdlife International Pacific Partner Secretariat	P O Box 18332, Suva	3313492, 3319658	<a href="mailto:don@birdlifepacific.org.fj">don@birdlifepacific.org.fj</a>	Donald Steward
Conservation International Fiji / National Trust of Fiji	P O Box 2089, Govt Bldg, Suva	3314593	<a href="mailto:snawadra@conservation.org">snawadra@conservation.org</a>	Sevanaia Nawadra
Monfort Brothers	P O Box	3361432	<a href="mailto:suvakm1976@yahoo.com">suvakm1976@yahoo.com</a>	Brother Thomas

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Boys Town	14421, Suva.			Kottarrathil
Chevaliar Hostel	P O Box 585, Nabua	3312773	<a href="mailto:kaake@hotmail.com">kaake@hotmail.com</a>	Kaake Ioane
Vision Fiji		3322679	<a href="mailto:queenie@thompsonville.net">queenie@thompsonville.net</a>	Queenie Thompson
Saraswati Ramayan Mandali	P O Box 70, Nausori	3477551	<a href="mailto:saraswatimandali@hotmail.com">saraswatimandali@hotmail.com</a>	Sat Narayan
Laje Rotuma			<a href="mailto:monifa_fiu@yahoo.com">monifa_fiu@yahoo.com</a> , <a href="mailto:lajerotuma@hotmail.com">lajerotuma@hotmail.com</a>	Monifa Fiu
Pearce Home for the Elderly/ Suva Relief Trust Fund	P O Box 516, Suva	3302396		Linley Barrack
Interfaith Search Fiji	P O Box 963, Suva	3308346/99 35612	<a href="mailto:anurekhaprasad@yahoo.com">anurekhaprasad@yahoo.com</a>	Anurekha Prasad
Council of Pacific Education	P O BOX 2592, Suva	3315664/99 94131	<a href="mailto:cope@connect.com.fj">cope@connect.com.fj</a>	Govind Singh
Ecumenical Centre for Research Education Advocacy	P O BOX 15473, Suva	3307588	<a href="mailto:director@ecrea.org.fj">director@ecrea.org.fj</a>	Joseph Camillo
Pacific Water Association	Suit 21A Gladstone Rd, Suva	3308200	<a href="mailto:pwa@connect.com.fj">pwa@connect.com.fj</a>	
DCOSS Nadi	P OBox 9225, Nadi Airport	6720980/93 77270	<a href="mailto:johnpettitt@connect.com.fj">johnpettitt@connect.com.fj</a>	Vasisti Petitt
DCOSS Nadroga	P OBox 1525, Sigatoka	6259729, 9223863	<a href="mailto:surjeetfiji@yahoo.com">surjeetfiji@yahoo.com</a>	Surjeet Ram
DCOSS Labasa	P OBox 3824, Wailevu, Labasa	8501314, 9340634		Unaisi Talolo
DCOSS Lautoka	P OBox 6358, Lautoka	6640631, 9780220	<a href="mailto:anarokouli@yahoo.com">anarokouli@yahoo.com</a>	Ana Rokouli
DCOSS Lautoka	P OBox 5317, Lautoka	9201583		Anil Chand
DCOSS Rakiraki	P OBox 1091, Vaileka	9203621	<a href="mailto:sovakaulotu@yahoo.com">sovakaulotu@yahoo.com</a>	Sovaiya Kaulotu
DCOSS Tavua	P O Box 37, Tavua	9241559	<a href="mailto:goldfoundation@yahoo.com">goldfoundation@yahoo.com</a>	Sameul Reuben

### **ANNEX 3: PARTICIPATING ORGANISATIONS**

1. Bird Life International Pacific Programme
2. Citizens Constitutional Forum (CCF)
3. Fiji Cancer Society I
4. Catholic Women's League
5. Conservation International
6. DCOSS (Western Disabled ?)
7. Ecumenical Centre for Research Education and Advocacy (ECREA)
8. Fiji Business Council
9. Fiji Council of Social Services (FCOSS)
10. Pacific Counseling and Social Services
11. Fiji Disabled Persons Association (FDPA)
12. Femlink Pacific
13. Fiji Seventh Day Adventist Society
14. Fiji Australia Business Council
15. Fiji Early Childhood Association
16. Fiji Nursing Association
17. Fiji National Council of Disabled Persons (FNCDP)
18. FJN
19. Fiji Locally Managed Marine Areas (FLAMMA)
20. Fiji Muslim Youth Movement (FMYM)
21. Fiji Rotahomes Project
22. Fiji Rural Initiative for Enterprise 'n Development (FRIEND)
23. Foundation of the Peoples of the South Pacific International (FSPI)
24. Fiji Scouts Association
25. Fiji Women's Rights Movement (FWRM)
26. Gujarat Education Society
27. Gold Foundation
28. Habitat For Humanity Fiji (HFHF)
29. Housing Assistance and Relief Trust (HART)
30. Family Support
31. Laje Rotuma
32. Latter Day Saints
33. Marie Stopes
34. Montforte Boys Town
35. National Council of Women Fiji (NCWF)
36. South Pacific Medical Services, Fiji
37. Pacific Centre for Peacebuilding (PCP)
38. Partners in Community Development Fiji (PCDF)
39. Project Heaven
40. Red Cross
41. Rescue Mission
42. Salvation Army
43. Shree Sanatan Dharam Prathindi Sabha
44. Soqosoqo Vakamarama
45. St Johns Association of Fiji
46. Transparency International
47. Virtues Project
48. Wetlands International

49. Women in Business

50. Women's Information Network (WINET)

#### **ANNEX 4: INTERNATIONAL AND NATIONAL FUNDING SOURCES AS CITED BY RESPONDENTS**

Note the following funding sources are current donors to Fijian CSOs in addition to those identified within the survey proper.

JICA  
Salvation Army NZ  
IFAD  
CLGF  
Packard  
EU  
EED  
Misereor  
Finnish Government  
DFID  
IWDA  
Global Fund for Women  
GPACC  
WACC  
Commonwealth of Learning  
Canada Fund  
British High Commission  
Lions Club Auckland  
ILO  
Macarthur Foundation  
ADB  
SPC  
Collette Foundation  
Asia Pacific Regional Scouts Organization  
Asia Pacific Business Coalition on HIV and AIDS  
Education Ministry, Gov. of Fiji  
OXFAM  
Bread for the World  
CWS NZ  
Helpage International  
Act for Peace  
CIVICUS  
Old Age International  
PIANGO  
VODAFONE Foundation  
Global Fund on HIV, TB and Malaria  
CARITAS NZ  
CARITAS AUS