

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: PAHQ

TA No. and Name TA 3786-KIR: Strengthening Development Strategies and Supporting Poverty Reduction			Amount Approved: \$500,000	
			Revised Amount: N.A.	
Executing Agency: Ministry of Finance and Economic Planning (MFEP)	Source of Funding: JSF and AusAID		TA Amount Undisbursed \$203,333.42	TA Amount Utilized \$296,666.58
Date			Account Completion Date	
Approval	Signing	Fielding of Consultants	Original	Actual
4 December 2001	16 January 2002	1 March 2002	31 December 2004	30 August 2005
			Closing Date	
			Original	Actual
			31 December 2004	18 October 2005
Description				
<p>The technical assistance (TA) was provided to the Government of Kiribati (the Government) to assist in achieving its twin objectives of supporting economic development and reducing poverty. The TA was cofinanced by the Japan Special Fund (JSF) and the Australian Agency for International Development (AusAID).</p>				
Objectives and Scope				
<p>The main objective of the TA was to assist the Government in: (i) developing a comprehensive national strategy and program to achieve broad-based economic growth, with corresponding improvement in the quality of life of the people and poverty reduction in the country; and (ii) implementing the plan effectively, through intermittent expert inputs backed by a specialist support group that will provide technical support to assist the Development Policy Reference Group and the Government to regularly monitor performance and implement the economic and social strategy over the medium term. Objectives and terms of reference for consultants are reasonable, while there is a room for improvement for stakeholder participation to formulate the TA project.</p> <p>Under Phase I, the TA was to provide technical support for poverty profiling, the outputs of which were to be used to develop the 2004–2007 National Development Strategy (NDS). The key areas of policy concern were to be identified through preparatory efforts by a team of consultants. Under Phase II, the TA was to continue its support to implement the 2004–2007 NDS to identify key policy areas of the NDS.</p> <p>Phase III, which was identified at the later stage of TA implementation and was beyond the original TA scope, was planned to pursue issues related to assisting youth employment and to slow down population growth. Due to the Government’s lack of financial commitment, however, Phase III was not undertaken.</p>				
Evaluation of Inputs				
<p>The TA provided intermittent expert inputs to develop and implement the development plans effectively. During Phase I, a four-person team composed of a macroeconomist, a microeconomist, a human resources development (HRD) specialist, and a local consultant assisted in identifying the poverty issues to build the 2004–2007 NDS. Through intensive consultations with the Government, this team provided a report, “<i>Monetization in an Atoll Society</i>,” and the 2004–2007 NDS.</p> <p>Concurrently, utilizing the inputs from the NDS-building activities, a population advisor was recruited to develop a draft population policy document setting out the rationale for the population policy and past initiatives. This draft was circulated widely and generated considerable interest and discussions among relevant government ministries, nongovernment organizations (NGOs), and other stakeholders.</p> <p>The Government convened a development partners’ meeting in August 2004 to discuss its national development strategies and project funding requirements. The TA provided expert inputs to support the Executing Agency, the Ministry of Finance and Economic Development (MFED), in the preparation and reporting arrangements for the meeting. During the meeting, it was recommended that issues related to population and youth development be considered during the Phase III activities of the TA.</p> <p>In 2004, the Population and Development Coordinating Committee (PDCC) was established in accordance with the Government’s endorsement of the recommendations of the 1994 International Conference on Population and Development. The PDCC recommended that a Population Development Unit (PDU) be established under the Office of the President; the PDU will coordinate, monitor, and implement population activities that do not fall within the scope of existing ministries, NGOs, or other agencies. The population advisor developed the terms of reference for the PDU. Initially, it was envisaged that the PDU would have three core staff and contract population educators. It was later agreed by the PDCC that the first Implementation Plan and Budget would be submitted to the Cabinet, so that the PDU could be established by January 2005.</p>				

Input provisions were economical, and the consultants were productive. Clients were satisfied with the TA inputs as the 2004–2007 NDS set the development goals for the country. The performance of ADB and the executing agency is rated as satisfactory.

Evaluation of Outputs

The team prepared the country economic and social report, *“Monetization in an Atoll Society.”* This report was widely circulated to stakeholders under the Pacific Studies Series (ADB, 2002). The 2004–2007 NDS was largely based on the findings contained in the report. The report and the 2004–2007 NDS are the most influential publications in Kiribati’s socioeconomic development.

In 2004, the TA supported the development of Ministry Operational Plans (MOPs) and Public Enterprise Business Plans (PEBPs). Many government agencies submitted their MOPs and PEBPs to MFEP. The team of consultants and MFEP staff reviewed and extracted relevant information from the submissions, and were streamlined and integrated in the 2004–2007 NDS. Based on the 2004–2007 NDS, the Government was able to allocate public resources strategically for development needs.

The PDU was expected to be organized with the Government’s budgetary commitment from January 2005. However, it was never implemented.

The Project is rated as efficient as all planned outputs are produced in a short period of time. The Project is rated as effective as planned outputs (except the outputs which were identified at the later stage of Project implementation) were produced. Quality of outputs is high as the Project report, *“Monetization in an Atoll Society”*, is a well-cited document.

Overall Assessment and Rating

The TA is rated as successful. The goal of the TA was met, and the 2004–2007 NDS became the most influential publication for Kiribati’s development. The TA achieved its goal earlier than envisaged, with minimum resources. Phase III was added at the later stage of Project implementation and was beyond the original scope of the TA; hence it does not affect the rating.

Major Lessons Learned

For future TA fact-finding missions, consultation with stakeholders should be explored to ensure that all possible necessary activities will be covered in the TA. Consultations with stakeholders should be carefully reviewed, especially for small countries such as Kiribati.

Through the review missions, needs for additional subproject activities were highlighted including the issues related to youth employment and population. However, since these issues were beyond the scope of the TA and the Government lacked the political will to commit to these activities, ADB could not address these development challenges through the TA. Had the issues been identified during the earlier stages of TA implementation, appropriate actions could have been provided under the TA.

Recommendations and Follow-Up Actions

Issues related to youth employment and population (Phase III activities) should be pursued in future TA projects.

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