

DRAFT ONLY



**DOCUMENTATION OF THE
FIJI ISLANDS CONSULTATION WORKSHOP**

DRAFT REPORT

**Prepared by the South Pacific Subregional Office (SPS0)
Asian Development Bank**

Documentation of the Fiji Islands Consultation Workshop on the Review of the Implementation of ADB's Governance and Anticorruption Policies

December 17, 2004, Suva, Fiji Islands

1. Introduction

On December 17, 2004 the ADB South Pacific Subregional Office (SPSO) organized a participatory consultation workshop with a diverse group of 25 government, civil society and private sector stakeholders. During plenary and small group discussions, participants identified national trends in governance and anticorruption, assessed ADB's progress in responding to these issues, and recommended actions to strengthen ADB's work. This document synthesizes these assessments and actions and lists the governance trends participants identified as most significant. Full recommendations, a complete list of trends, and lessons learned follow in Appendices 1, 2, and 3. The Agenda for the workshop is contained in Appendix 4.

The **purpose** of the workshop was to provide an opportunity for ADB stakeholders to

- Consider trends in governance and anti-corruption that influence poverty reduction
- Review and discuss governance issues and terms in relation to ADB policies and objectives
- Consider what ADB has achieved or not achieved, and lessons learned in governance and anticorruption work to date; and
- Recommend appropriate roles and priority actions for ADB to assist in promotion of good governance in the Fiji Islands.

2. Synthesis

2.1 Recommended Actions for Governance & Anticorruption

The table in Appendix 1 presents the complete outputs of this session including information on priorities, actions and results/outcomes. Small group discussions focused on analysis and lessons learned and priorities for action in different modalities (i.e., country strategy, programs & projects). Participants were asked what ADB should do in Fiji to achieve results in good governance. In particular:

- There is a need for more dialogue between ADB, government and civil society in determining governance priorities, actions and expected outcomes. At the same time, participants strongly believe that policy development alone will be insufficient to fight corruption and ensure good governance
- ADB should assist government and civil society conduct research on the extent and affects of corruption in specific sectors and the nation as a whole

- ADB should expose corruption and “take a stand” when good governance policies and practices are lacking. There is a need for ADB to go beyond documentation and support “advocacy and action”.
- As an outcome of research and policy dialogue, ADB should assist in developing performance indicators to demonstrate adherence to good governance principles. Project beneficiaries and other stakeholders need to be more involved in monitoring governance and development outcomes
- Technical assistance in research and policy development is critical given the lack of institutional capacity in this area. TA support needs to be tailored to local circumstances and assume a long-term perspective on capacity building.
- Building the capacity of oversight agencies is considered a priority.
- Loans should be accompanied by appropriate technical assistance and include a comprehensive poverty and social impact assessment.

1. ADB's Priorities

(i) *What is ADB's comparative advantage in improving governance and combating corruption in Fiji?*

- ADB is ideally positioned to share knowledge and “best practice” experience of anticorruption work in Asia and other Pacific Island countries to prevent further backsliding
- ADB can contribute by supporting research on governance and corruption in Fiji and in ensuring that results are widely disseminated and used to influence decision-making
- ADB should assist in exposing corruption and initiating investigation when mismanagement of public resources is suspected
- ADB has a key role to play in building capacity of oversight agencies and in creating an enabling regulatory environment for public monitoring; the provision of high quality technical assistance over an extended period is essential to sustainable outcomes in good governance
- ADB can be instrumental in identifying the links between good governance and poverty alleviation and in influencing investment decisions that affect the poor. This will build on ADB's previous “hardship research” and enable a more integrated approach to policy formulation and development planning.

(ii) *Should ADB continue to have a long-term partnership aimed at improving governance and combating corruption in Fiji? If so, what should be ADB's role?*

All small groups strongly supported the need for ADB to develop a long-term governance partnership with the Fiji Government. As such;

- ADB can play an important role in building the capacity of the public sector for increased adherence to good governance principles and regulation of the private sector

- ADB can play a valuable role in helping the Government develop anticorruption policies and indicators for effective monitoring
- ADB can play an advisory role to all groups interested in promoting good governance in Fiji; “bottom-up” and “top-down” strategies are required
- ADB should continue to conduct governance assessments as part of its’ Country Strategy and Program process. This work will require extensive public consultation and the active involvement of diverse stakeholders including the private sector, NGOs and the media

(iii) *What should ADB’s priorities be in future governance work?*

- ADB should provide institutional strengthening support to oversight agencies
- ADB should provide technical assist to build the capacity of state agencies to practice good governance and combat corruption; whenever possible ADB should engage local consultants to conduct this work
- ADB should assist in developing a policy and regulatory environment that promotes good governance principles; this should be linked with Government’s development plan
- ADB should support the work of civil society groups to enhance the demand for good governance
- ADB should assist in conducting research on governance issues and use this information to help stakeholders develop appropriate monitoring systems. It is essential that good governance indicators are “user friendly” and can be understood by the populous
- ADB should “do what it can” to prevent an economic crisis
- ADB should help to ensure that corporate practices do not exploit the poor and other marginalized groups; ADB should help government put processes in place that promote equity
- ADB should make use of innovative communication strategies to create greater awareness of governance issues and increase the public’s understanding of the Bank’s role in fighting corruption
- ADB assistance should target the underprivileged; project preparation and implementation must include beneficiaries and other affected persons; all loans should include a governance component
- ADB should be flexible in responding to the evolving governance issues and needs in Fiji; Bank initiatives should be dynamic and “hard hitting”

2. Governance Analysis, Indicators and harmonizing processes with other donors

(iv) *What are the priority areas for ADB to harmonize systems and processes for governance and anticorruption with other donors?*

- ADB should organize regular “round table” discussions with other donors, Government agencies and civil society representatives to share lessons learned and

to develop a coordinated response to good governance issues. This is essential to avoid duplication of efforts and ensure broad based support and effective monitoring

- ADB should engage in ongoing stakeholder dialogue (such as this consultation) to “stay in touch” with issues on the ground
- Donors should engage in ongoing peer review to assess the effectiveness of governance programs and to model transparency
- To optimize benefits, donor agencies should agree on areas of specialization and comparative advantage in governance work
- There is a need to move beyond policy development and focus on implementation and enforcement. Training programs should expand reach to encompass all administrative levels so monitoring is not solely reliant on senior officials

(v) *Should ADB provide support for:*

- a. *Analysis and research on the governance, institutional and corruption constraints to poverty reduction and pro-poor growth?*

Yes. All participants indicated this is an important role for ADB

- b. *The development of simple and effective indicators, such as corruption, public expenditure management, quality of services, and business climate and to deliver performance information to citizens through monitoring and evaluation systems?*

Yes. All participants indicated this is an important role for ADB and should be articulated in the CSP.

3. Country Strategy

- (vi) *What are the key improvements in governance and anticorruption that can be made to the country strategy and program for Fiji?*

Participants concur that the country strategy should include a governance assessment, including sector specific analyses, as well as governance and corruption risk mitigating measures to protect proposed investments. It is important to ensure that projects are monitored and reported on during the annual project reviews; in this regard public consultations and beneficiary input is considered essential.

4. Programs and Projects

- (vii) *In the areas of governance and corruption, what are the improvements that ADB should make in the preparation, implementation and monitoring of projects and programs?*

Participants support incorporation of sector-specific governance, institutional and corruption analysis in projects and other ADB supported initiatives, including anticorruption and mitigation measures and reform proposals as necessary. ADB should build on work already undertaken by government and civil society and pursue enforcement procedures. Technical assistance to build the capacity of executing agencies for implementation of projects concurrent with good governance practice is

essential. This will require a long-term commitment on the part of both ADB and partner organizations.

Participants also believe that ADB has an important role to play in creating an enabling environment for increased participation of stakeholders in project/program design, implementation, monitoring and review and that ADB should ensure full reporting on the quality of stakeholder participation. There is a need to move beyond dialogue and policy review through the introduction of appropriate indicators and monitoring and reporting systems to demonstrate levels of transparency and accountability in all ADB supported initiatives.

I. Most Significant Trends in Governance & Anticorruption

During plenary brainstorming, participants were asked to identify *significant changes that have taken place in governance in Fiji over the last 3-5 years and trends that are likely to affect ADB operations in the future*. The complete list of participant responses is provided in Appendix 2; a summary of significant changes and trends is outlined below.

- There is greater recognition by Government that the general public has their own views about how to run the country – this means they expect to be consulted and participate more in decision-making process about local and national affairs. Although, there is more dialogue around government strategies than ever before, there is still a need for increased public consultation and institutionalization of participatory processes.
- There is greater public understanding of the problems created by the lack of good governance and growing concern about the abuse of public funds. The “explosive awareness” that corruption exists in Fiji, in both private and public sectors has resulted from the combined efforts of civil society groups, the media, internal government reports and pressure/support from international agencies.
- Collaboration between the private sector, Government and NGOs have improved and there is better understanding and appreciation of the role that civil society plays in promoting good governance in Fiji
- Some participants believe there has been a general weakening of the rule of law (i.e., attacks on the Constitution, questionable public appointments, attempts to weaken the DPP, gag the media and disempower public oversight institutions through reduced budget allocations), while others are of the opinion that the overall security situation has improved. There is confusion regarding the roles and responsibilities of the police and the military in ensuring internal security.
- “Well meaning” structures have been established to deal with corruption but there is a lack institutional capacity (human and financial) and “political will” to follow through and ensure accountability over the long term.
- There needs to be more discussion, consultation and debate when important decisions are being considered – too often decisions on these matters are being made in Parliament without proper public discourse
- Overall, accountability in the public service is improving through the introduction of performance based management systems and establishment of rules and regulations to ensure transparency. The appointment of CEOs to Government ministries is a positive step, however, there is a need for accountability requirements

to encompass the rest of the public service. There is a feeling that public servants have too much discretionary power with respect to the allocation of resources and setting priorities

- There is a more reliable information flow between the media and the Government and increased disclosure of information by financial institutions.
- While new systems/guidelines are in place to promote accountability, enforcement is not consistent and consequences of non-compliance are not routinely applied.
- Peoples limited understanding of good governance principles and regulatory systems and the existence of “cronyism” hamper the demand for good governance.
- While Government delivery of primary services and public infrastructure has improved, further investment is required -- especially in marginalized areas. There is a growing concern regarding the accessibility and affordability of basic social services.
- There is concern over “meddling” by elected officials in the day-to-day operations of Government departments and agencies.
- The country is losing skilled labor in all trades and professions through overseas migration; this has a negative affect on development outcomes
- Poverty in Fiji is increasing as evidenced by increased crime, the growing number of squatter settlements and the widening gap between the rich and the poor. The connection between poverty and corruption requires further attention including the relationship with family and spiritual values needed for peace and justice.
- There is a need for a clear, coordinated plan and multi-faceted action to address corruption and ensure effective oversight. While there is an increased focus on the issue of good governance, “we need to move from talking about it to doing something about it”

II. ADB's Performance: Participants' Report Card (Synthesis)

This session asked participants to assess ADB's previous governance and anticorruption work using a Report Card format. Small groups completed a report card on ADB's performance in the results areas outlined below using the following rating scale:

- ✓ Excellent
- ✓ Satisfactory
- ✓ Unsatisfactory
- ✓ Unknown

Participants focused on aspects of ADB's work their group felt most knowledgeable about; as such, not all areas were assessed. In general, participants did not feel they had adequate understanding of the range of ADB's work in country to properly assess performance against expected results. In many cases, small groups rated previous and current work quite differently given people's limited exposure to the full range of ADB initiatives. Whenever possible, groups were asked to provide specific examples and to identify lessons learned through ADB's previous work. A synthesis of small group work on this activity is contained in Appendix 3.

III. Closing and Follow-up

The facilitator will prepare a draft report of consultation proceedings for circulation and comments by participants. People were asked to provide feedback to the SPSO office by January 10/04. Comments should be sent to the following address:

Email: adbpsso@adb.org

Fax: 3318 974

The Consultation Review Report from Fiji and other Asia Pacific consultations will be incorporated in ADB's next Medium-Term Development Strategy (2005-2009) and will be instrumental in informing ADB's future governance agenda. Results of this consultation will also be incorporated in the preparation of Fiji's Country Strategy and Program (2006-2010) and CSP Update (2005).

Workshop documentation, for this and other workshops, will be available on ADB's website. A draft review report and action plan will be circulated for comment early next year.

The Director of the SPSO thanked participants for their attendance at this important consultation and for their insightful assessment of ADB's previous and current governance work in Fiji and for their guidance in planning for the future. The Director reiterated the need for ADB to conduct ongoing stakeholder consultations on governance issues and to be more transparent and creative in sharing ADB publications and reports. An information center will be established at the ADB office in 2005 and efforts will be made to share information on ADB supported initiatives through media and other communication channels.

The meeting concluded at 1:30 pm and was followed by a luncheon.

Appendix 1: Recommended Actions & Results for Governance & Anticorruption¹

PRIORITIES IN ADB GOVERNANCE WORK IN FIJI

Participants worked in small groups to assess the importance (i.e., effectiveness and relevancy) of ADB's future governance work in the following seven areas. In determining priority actions, participants were asked to consider ADB's comparative advantage and the governance trends identified during previous sessions. Group rankings are listed in the second column from most important (#1) to least important (#7).

Area of Work	Importance	Specific Actions and Reasons
1. Governance and anticorruption policy dialogue	4 2 3	<p>There is a need for more dialogue between ADB, government and civil society in determining governance priorities, actions and expected outcomes. At the same time, participants strongly believe that policy development alone will be insufficient to fight corruption and ensure good governance</p> <p>ADB can play a useful role in ensuring citizen participation in policy dialogue on governance issues</p> <p>ADB should model transparency and set an example for other agencies</p> <p>ADB should participate on advisory boards and committees to provide wider perspective and experience</p>
2. Research on governance,	2	Assist government and civil society conduct research on the extent and affect of corruption in specific

¹ Format: Within group reports, plain text indicates what was written on flipchart paper, *italics* indicate information added in discussion, and [square brackets] indicate words added by the editor to clarify meaning.

<p>corruption and institutional constraints and impacts on poverty and pro-poor growth</p>	<p>1 1</p>	<p>sectors and the nation as a whole.</p> <p>Focus on political stability and poverty and how corruption and mismanagement affect national and personal security</p> <p>ADB should expose corruption and “take a stand” when good governance policies and practices are lacking.</p> <p>There is a need for ADB to go beyond documentation and support “advocacy and action” for good governance</p>
<p>3. Development of governance indicators and disclosure of performance information to citizens through monitoring and evaluation systems</p>	<p>1 3 2</p>	<p>As an outcome of research and policy dialogue, ADB should assist in developing performance indicators to demonstrate adherence to good governance principles</p> <p>Focus on “supreme auditing institutions”</p> <p>Project beneficiaries and other stakeholders need to be more involved in monitoring governance and development outcomes</p>
<p>4. Technical assistance to improve governance and combat corruption</p>	<p>3 4 5</p>	<p>Technical assistance in research and policy development is critical given the lack of institutional capacity in this area.</p> <p>Technical assistance needs to be tailored to local circumstances and assume a long-term perspective on capacity building</p> <p>Building the capacity of oversight agencies should be a priority</p>

5. Loans to improve governance and combat corruption	6 5 6	Loans should be accompanied by appropriate technical assistance and include a comprehensive poverty and social impact assessment
6. Address governance, institutional development and corruption in sector loans and technical assistance	5 6 4	Good governance needs to be incorporated in sector loans and integrated within a coherent national strategy
7. Other	N/A	No specific suggestions were made

Appendix 2: Regional Trends in Governance & Anticorruption to Reduce Poverty

Participants were provided with cards and asked to reflect on the following questions;

- 1) Identify significant changes in governance in the Fiji Islands over the past 3-5 years
- 2) Identify important trends that will impact the future of governance and poverty reduction in Fiji.

People then took turns introducing themselves, their organization and sharing their responses with the larger group. Participant Responses are summarized below:

Significant Changes and Trends in Governance in the Fiji Islands

- There is greater recognition by Government officials that the general public has their own views about how to run the country – this means they expect to be consulted and participate more in decision-making process about local and national affairs.
- There is more dialogue around government strategies than ever before
- There is growing public concern about the abuse of public funds and an increasing (“explosive”) awareness by people at all levels that corruption exists in Fiji, in both private and public sectors, and that this must be “stamped out”
- While there is new legislation (i.e. Financial Management Act) and accountability procedures in place which should serve to improve accountability, there is general ignorance about laws and regulations at all levels
- Increased public understanding of the problems created by the lack of good governance has resulted from “the coup experience” and from the combined efforts of civil society groups, the media, internal government reports and pressure/support from international agencies
- Partnerships and collaboration between the private sector, government and civil society organizations have improved
- There is increasing understanding and appreciation for the role that civil society and the media plays in promoting good governance and fighting corruption in Fiji
- There has been a general weakening of the rule of law (i.e., attacks on the Constitution, questionable public appointments, attempts to weaken the DPP, gag the media and disempower public oversight institutions through reduced budget allocations)
- Well meaning structures have been established to deal with corruption but they often lack the capacity and “political will” to follow through and be effective in the long term
- The Law Reform Commission Report on Corruption needs to be circulated and discussed within the public domain
- There is a need for a clear and coordinated plan of action to address corruption and ensure effective long-term oversight
- The overall security situation has improved as a result of internal and external support provided to the police and other agencies; international agencies have made a positive contribution in this area

- It is currently not clear who is actually in charge of internal security issues within the country – is it the police or the military?
- Overall, accountability in the public service is improving through the introduction of performance based management systems and establishment of rules and regulations to ensure transparency. The appointment of CEOs to government ministries is a positive step forward because performance is monitored. However, there is a need for this trend to encompass the rest of the public service.
- There is increased disclosure of information by financial institutions and greater public accountability (i.e., investment decisions and business activities of the National Provident Fund are more transparent than in the past)
- While Government delivery of primary services and public infrastructure has improved, further development is required, especially in marginalized areas, but budget allocations are insufficient to meet needs
- Although “high offices” are having more influence on the day-to-day operations of government departments and agencies, there is concern over “meddling” by elected officials
- The country is losing skilled labor in all trades and professions through overseas migration; this has a negative affect on development outcomes
- The fact that people involved in the coup are being prosecuted is good for national development and future governance
- The nature of the relationship between the church and state is evolving
- Public servants have too much discretionary power with regard to the allocation of resources and determination of priorities
- Poverty in Fiji is increasing as evidenced by the growing number of squatter settlements and crime; the connection between poverty and corruption requires greater attention
- There is a more reliable information flow between the media and the Government
- Financial management rules systems/guidelines are in place but people aren't following them – where is the enforcement? What are the consequences of non-compliance? A framework is needed to enable people to monitor our companies more effectively; this must involve legal and enforceable monitoring arrangements

Trends

- There is a move toward greater public consultation
- There is a more positive emphasis on national security
- There is a growing lack of respect for the rule of law
- Budget cuts hamper the capacity of governance and oversight institutions
- There is a lack of transparency in decision-making and dissemination of information in respect to passing laws
- There is general inertia in addressing governance issues
- Police, prosecution, courts and prisons are showing increased confidence
- Increased focus on the issue of good governance, but we need to move from talking about it to doing something about it
- Solutions to corruption are being contemplated yet Fiji does not have the capacity to implement those solutions
- Private and public sector agencies are both players in the corruption arena – there is an assumption that everyone is corrupt – that isn't true – we need to change this perception

- We need more communication between stakeholders – particularly in regards to activities of the FNPF
- Although there are new rules and regulations in place to protect against corruption, there is a lack of commitment to enforcement
- We need to pay more attention to family and spiritual values for peace and development
- Land issues and disputes continue – we need to resolve these for development to prosper
- Overseas countries are providing a lot of assistance and advice for improvements in governance – we need to be careful of dependency on donor agencies
- Too often decisions are being made in parliaments without proper public discourse; we need to ensure more discussion, consultation and debate when important decisions are being considered–
- The government is playing a reduced role in the provision of social services – there is a growing concerns regarding accessibility and affordability of basic services
- There is a growing gap between the rich and the poor in this country
- There is a need to ensure that people in public office are performing – we need to hold people accountable – we need to appoint and elect good leaders
- There is a push for the army and police to follow the rule of law – NGOs are keeping the public informed about issues of good governance
- Public sector reform is the way to go to improve transparency and accountability and increase efficiency
- There needs to be more round table meetings, with assurance of follow-through
- Companies are showing increased viability as a result of better monitoring by the public
- Boards of Directors are unable to question companies/agencies about operational matters – this needs to change so Boards can ensure efficiency and prevent corruption and mismanagement
- The Auditor General has consistently produced adverse reports
- Strong and firm presence of CSOs, media and NGOs is slowly but surely making a difference
- There have been good attempts to strengthen accountability within the public sector

Appendix 3: ADB's Performance: Participants' Report Card



Synthesis of Small Working Groups: The Report Card

Results Area	Issue	Qualitative Assessment
1. Ensure country leadership and ownership of the governance and anticorruption development agenda	Has ADB been a flexible and effective partner in supporting Fiji's own governance and anticorruption programs through policy dialogue and lending and non-lending services?	<ul style="list-style-type: none"> • Excellent • Unknown • Satisfactory/Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Sustainable livelihoods project design was flexible and responsive to needs of stakeholders • Fiji does not have a specific anticorruption and governance agenda that ADB can support. This needs to be developed with assistance of ADB and other donors
2. Take a long-term approach to achieving improvements in governance and anticorruption	Does Fiji have a long-term program (10 years +) for improving governance and combating corruption with ADB? Has ADB taken a long-term approach to capacity building in one or more sectors?	<ul style="list-style-type: none"> • Excellent • Satisfactory • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • ADB needs to take an integrated or cross-sector approach • The Financial Management Report and other analysis provide important baseline information for monitoring
3. Optimize impact of ADB's operations on poverty reduction by addressing key governance issues in Fiji in a systematic and focused manner.	Has ADB optimized impact of ADB's operations by assessing key governance, institutional development and corruption issues in a systematic and focused manner and using the assessment to develop a	<ul style="list-style-type: none"> • Unknown • Unknown • Satisfactory <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Results are not clear; this may be due to lack of public understanding on what has been achieved

Results Area	Issue	Qualitative Assessment
	<p>focused governance and anticorruption strategy in Fiji? Does ADB address key governance, institutional and anticorruption issues in the sectors in a systematic and focused manner?</p>	
<p>4. Measure development impact of governance and anticorruption support</p>	<p>Has ADB assisted Fiji in measuring improvements in governance and in reducing corruption?</p>	<ul style="list-style-type: none"> • Unsatisfactory • Unknown • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • This area requires greater attention • ADB can make a major contribution to good governance by assisting in the development of an accessible monitoring and evaluation system
<p>5. Demonstrate to Fiji the cost of corruption and the value of eliminating it by setting an example of zero tolerance for it in ADB's own activities; promote spread of good internal financial and other control systems to Fiji by encouraging their use in all agencies involved in ADB related activities.</p>	<p>Does ADB set an example of zero tolerance for corruption? Has it promoted spread of good internal financial and other control systems in agencies involved in ADB activities?</p>	<ul style="list-style-type: none"> • Unknown • Satisfactory/Unknown • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Participants do not feel they have adequate understanding of ADB operations and previous work to access this area
<p>6. Enhance strategic alliances and partnerships with the international development community in governance and anticorruption</p>	<p>Has ADB and other donors assisted Fiji in developing a coordinated governance and anticorruption strategy and supporting programs. Has ADB conducted joint assessments and harmonized systems and processes with other donors?</p>	<ul style="list-style-type: none"> • Excellent • Unknown • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Participants have inadequate knowledge of ADB's work with other donor agencies but strongly support the need for greater harmonization among development organizations • Round table meetings between donor agencies and key stakeholders to develop a common governance assistance framework was strongly encouraged

Results Area	Issue	Qualitative Assessment
7. Empower the poor people and civil society organizations through processes used to identify and design projects;	Are ADB processes effective for empowering poor people and civil society organizations to identify and design projects?	<ul style="list-style-type: none"> • Unsatisfactory • Unsatisfactory • Excellent <p><u>Comments:</u></p> <ul style="list-style-type: none"> • There is a need for greater emphasis on demand drive approaches • Beneficiaries must be actively involved at all levels of project design and implementation • ADB needs to serve as a role model to Government in the conduct of proper stakeholder consultation processes
8. Ensure stakeholder participation to establish priorities and poverty reduction targets, and help direct project identification and design	Does ADB's processes help Fiji identify and involve stakeholders (government, civil society and poor people) establish priorities and poverty reduction targets, and help direct project identification and design.	<ul style="list-style-type: none"> • Satisfactory • Unsatisfactory • Excellent <p><u>Comments:</u></p> <ul style="list-style-type: none"> • ADB has modeled excellence in participatory consultation in some projects • There is a need to use public communications strategies more effectively to reach a wider audience
9. Introduce transparent procedures that ensure full disclosure of information for all dealings with public sector entities	Are there transparent procedures in Fiji and in ADB for full disclosure of information on dealings with public sector entities?	<ul style="list-style-type: none"> • Unsatisfactory • Unsatisfactory <p><u>Comments:</u></p> <ul style="list-style-type: none"> • There is an overall lack of information on ADB processes and initiatives in the country. This is expected to change with the opening of the sub-regional office
10. Improve public expenditure management at central and local levels	Has ADB maximized opportunities for improving public expenditure management at central and local levels in Fiji?	<ul style="list-style-type: none"> • Satisfactory • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Participants believe this is "work in progress" and encouraged ADB to continue to focus on this area

Results Area	Issue	Qualitative Assessment
11. Increase government accountability through support for fiscal decentralization and local empowerment.	Has ADB prioritized support for fiscal decentralization and local empowerment?	<ul style="list-style-type: none"> • Satisfactory • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Participants did not feel they had adequate information on ADB's work in this area to assess performance • ADB was encouraged to support local empowerment and increase public awareness of budgetary decision-making processes
12. Strengthen ADB's capacity to effectively address governance issues	<p>Does ADB have adequate capacity in the Resident Mission and in ADB Head Office in Manila to address governance and anticorruption issues?</p> <p>Do the governance and anticorruption consultants contracted by ADB have adequate capacity to assist the DMC?</p>	<ul style="list-style-type: none"> • Unknown • Unknown <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Participants did not feel they had adequate information on ADB's work in this area to assess performance • ADB was encouraged to use local consultants and staff as a way of building country capacity for self-reliance and good governance • The more that ADB models transparency the better!

Appendix 4: Purpose and Agenda



COUNTRY CONSULTATION WORKSHOP FIJI ISLANDS

Governance & Anticorruption Implementation Review Friday December 17, 2004 Tanoa Plaza Hotel, Suva

Purpose

To provide an opportunity for stakeholders to:

- Consider trends in governance and anti-corruption that influence poverty reduction
- Review and discuss governance issues and terms in relation to ADB policies and objectives
- Consider what ADB has achieved or not achieved, and lessons learned in governance and anticorruption work to date; and
- Recommend appropriate roles and priority actions for ADB to assist in promotion of good governance in the Fiji Islands.

Agenda

- 8:30 am Welcome and Purpose**
- Workshop overview and approach
- 9:00 am SESSION 1: Country Trends in Governance and Anticorruption**
- Participant introductions and brainstorming
- 9:30 am SESSION 2: Overview of Governance and Anticorruption Policies & Terms**
- Presentation and plenary discussion
- 10:15 am COFFEE**
- 10:30 am SESSION 3: Implementing the Policies: Overview of ADB's work in Fiji**
- Presentation, small group work on ADB's Contribution and Performance
 - Small groups report back
- 11:45 am SESSION 4: Priority Actions for ADB's Governance and Anticorruption work**
- Presentation, small group work
 - Small groups report by on recommended action
- 12:45 pm Implications and Next Steps
Closing Remarks**
- 1:00 pm LUNCH**