

ASIAN DEVELOPMENT BANK

TAR:OTH 37670

TECHNICAL ASSISTANCE
(Financed by the Poverty Reduction Cooperation Fund)

FOR

**MAKING RESOURCE ALLOCATION PRO-POOR
AND PARTICIPATORY IN THE PACIFIC**

June 2004

ABBREVIATIONS

ADB	–	Asian Development Bank
CGA	–	country governance assessment
CSO	–	civil society organization
FSPI	–	Foundation of the Peoples of the South Pacific International
NGO	–	nongovernment organization
PDMC	–	Pacific developing member country
TA	–	technical assistance

TA CLASSIFICATION

Poverty Classification	Core poverty intervention
Sector	Other
Subsector	Other
Thematic	Inclusive social development, Governance, Gender and development

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. The new Pacific Strategy 2005–2009¹ of the Asian Development Bank (ADB) stresses the importance of encouraging greater participation, particularly of women and youth, in governance and government. Findings of the country governance assessments (CGA),² a regional governance workshop³ and a Fact-Finding Mission to the Fiji Islands and Vanuatu in November–December 2003 indicated that few mechanisms are currently in place to encourage civil society to participate in the resource allocation process. Government officials during the Fact-Finding Mission expressed strong interest in greater civil society involvement, but highlighted the importance of increased budget literacy as a prerequisite for constructive engagement. Regional technical assistance (TA) 6126⁴ focuses on the development of general training material on budget literacy and on capacity development for national-level government staff and civil society organizations (CSOs) in several regional workshops.

2. This TA will review the lessons of TA 6126 and extend the capacity development activities to more stakeholders in the two proposed pilot countries, the Fiji Islands and Vanuatu. By enhancing the capacity of civil society, government officials, elected representatives, and traditional leaders in budget literacy and advocacy, and participatory methodologies, the TA aims to strengthen the enabling environment for more responsive and pro-poor resource allocation and to facilitate the institutionalization of a participatory approach. Funding for the TA was endorsed at the Third Strategy Meeting of the Poverty Reduction Cooperation Fund in July 2003. The TA's goals, purpose, and scope are summarized in the TA framework (Appendix 1).⁵

II. ISSUES

3. Lack of access to and declining quality of basic social services have been cited as important factors contributing to hardship in participatory poverty assessments conducted in eight Pacific developing member countries (PDMCs).⁶ There are significant disparities in delivery of basic social services, which often fail to reach the outer islands, rural areas, urban squatter settlements, and the most vulnerable, particularly women and the youth. Given the geographic features of the Pacific and the perceived and actual remoteness of the national Government to the areas where government services are most needed, strengthening the linkages between the community, provincial, and national governance levels and the participation of civil society at the various levels are essential to improve basic social service delivery.

4. Involving civil society in the resource allocation process can contribute to government accountability and to the integration of a pro-poor perspective of the annual budget and planning documents.⁷ The CGAs and TA 6065⁸ highlighted the lack of coordination and communication

¹ See Initiating Paper of 24 March 2004, ADB. 2004. *ADB Pacific Strategy 2005-2009, Responding to the Priorities of the Poor*. Manila.

² Republic of Fiji Islands, Federated States of Micronesia, Papua New Guinea, Samoa, Tonga, and Vanuatu.

³ A regional governance workshop was held in the Republic of Fiji Islands, 19–31 July 2003, bringing together participants from government, civil society, and development partners.

⁴ ADB. 2003. *Technical Assistance for Civil Society Participation in Budget Formulation in the Pacific*. Manila (TA 6126).

⁵ The TA first appeared in *ADB Business Opportunities* (Internet Edition) on 25 August 2003.

⁶ ADB. 2002. *Priorities of the People—Hardship in Samoa*. Manila; ADB. 2002. *Priorities of the Poor in Papua New Guinea*. Manila; ADB. 2003. *Priorities of the People—Hardship in the Marshall Islands*. Manila; ADB. 2003. *Priorities of the People—Hardship in Vanuatu*. Manila; ADB. 2003. *Priorities of the People—Hardship in the Fiji Islands*. Manila; ADB. 2003. *Priorities of the People—Hardship in Tuvalu*. Manila; and Tonga and Federated States of Micronesia in draft.

⁷ For international practices and examples see www.internationalbudget.org.

between communities and formal government institutions at the community, provincial, and national levels; and the lack of formal mechanisms for civil society participation. Furthermore, the findings suggested (i) a lack of understanding by members of the selected communities of the national resource allocation processes and institutions and how communities can avail themselves of opportunities for better social service delivery, outside the traditional system of kin/family connection to the elected national leaders; and (ii) incompatibility between currently practiced governance, with its top down approach, unilateral decision making, corruption and inadequate service delivery; and community governance traditions. Traditional governance systems, while consensual among leaders, are seen as hierarchical and male dominated, often marginalizing women and the youth. The findings suggest that a more inclusive approach in determining service priorities and modes of delivery will make outcomes more targeted and responsive to the demands of the most vulnerable.

5. In the Fiji Islands, several CSOs are active in lobbying the government to become more responsive to the needs of the poor, yet their submissions to the national government are largely ad hoc. A few CSOs and government agencies are also engaged in building the capacity of civil society and in teaching basic economic literacy. However, there is no coordination between grassroots concerns and those of provincial and national governments. In Vanuatu, civil society has participated in reviewing the progress of the Comprehensive Reform Program, yet there is no involvement in the annual budget process. Several ministries provide a small amount of resources to CSOs for project implementation yet input into policy, planning, and budgeting is minimal. There is also no structure that links the communities' voices to the provincial or national government. In both countries, capacity development for civil society in budget literacy and advocacy skills, and capacity building for government and elected officials and traditional leaders in the benefits of participatory methodologies are a prerequisite and one of the many steps necessary to institutionalize more inclusive planning and budgeting processes.

6. In discussions with government officials and civil society representatives, it was agreed that the TA would pilot a participatory approach to decision making in resource allocation and monitoring in selected communities and in one ministry or related ministries. The TA will directly encourage the poor and their representatives in at least 15 selected pilot communities to get involved in the resource allocation process. An integrated approach will be used to match the selected pilot communities and pilot ministries at the respective administrative levels. Capacity building activities will jointly involve civil society, government representatives, elected officials and traditional leaders. In the Fiji Islands, the TA will focus on the Ministry of Education; Ministry of Women, Social Welfare and Poverty Alleviation; and Ministry of Youth and Sports. These ministries have overlapping mandates, particularly in relation to poverty reduction and employment creation, and have already some reform champions or related initiatives. In Vanuatu, the approach will be piloted in the Ministry of Internal Affairs, whose Department of Provincial Affairs is currently carrying out the Rural Economic Development Initiative in two provinces. The initiative emphasizes the economic needs of rural communities identified by the communities; the resulting proposals are then submitted for Government assistance. However, the initiative's success has been constrained by a lack of capacity that would support and sustain a participatory approach. The suggestion is therefore to build on the initiative and to strengthen the capacity of the involved stakeholders for a genuinely participatory process.

7. Lessons from the pilot communities and ministries will be exchanged in several outreach seminars targeting government officials, elected representatives, and traditional leaders as well

⁸ ADB. 2002. *Technical Assistance for Assessing Community Perspective on Governance in the Pacific*. Manila (TA 6065).

as civil society representatives and media representatives. An action plan, and widespread dissemination and discussion of the findings aim to facilitate the institutionalization of a participatory approach and the extension of activities to other regions, ministries, and PDMCs.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

8. The TA's purpose is to (i) improve civil society's capacity to engage more constructively and proactively in resource allocation prioritization and decision making and in monitoring service delivery, and (ii) to encourage governments in the two pilot countries to become more responsive to the participation of civil society in the resource allocation process.

9. The TA will build on work done to date and lessons learned, and coordinate with ongoing initiatives by CSOs, governments, and development partners. The TA will have the following outputs:

- (i) Within 4 months of TA inception, a report will be produced containing an assessment of regional good practices on participation in the resource allocation process by (a) identifying current practices, including traditional structures and processes; and (b) assessing them for strengths and weaknesses. The report will include recommendations on how to address the causes of these weaknesses as well as the social relations, structures, and organizations that act to maintain these weaknesses.
- (ii) Based on the assessment, an action plan for TA capacity building activities and training material will be produced within 8 months of TA inception. Training material will be developed for the various target audiences: CSOs, community groups, government representatives of the pilot ministries at various administrative levels, elected representatives, and traditional leaders.
- (iii) CSOs, particularly women's and youth nongovernmental organizations (NGOs), will be more proactive and constructive in participating in resource allocation decisions and monitoring government service delivery. The number and quality of CSO submissions to ministries relating to resource allocation prioritization and service delivery will be increased.
- (iv) Government officials of the pilot ministries, elected officials, and traditional leaders will (a) be more aware of the benefits of civil society participation in resource allocation decisions, (b) have a better understanding of participatory methodologies, and (c) be encouraged to institutionalize a participatory approach.
- (v) An action plan will be developed for scaling up activities to other ministries and participants within 22 months of TA inception.

B. Methodology and Key Activities

10. The TA will begin by assessing regional practices of involving civil society, traditional community leaders, and structures in the decision making process for resource allocation at community, district, provincial, and national levels and linkages between levels. The assessment will build on the findings of the CGAs, TA 6065, TA 5998,⁹ and TA 3360,¹⁰ and initiatives of development partners, and make use of global good practices. Particular attention

⁹ ADB. 2001. *Technical Assistance for Youth- and Gender-Sensitive Public Expenditure Management in the Pacific*. Manila (TA 5998).

¹⁰ ADB. 2000. *Technical Assistance for Women's Plan of Action—Republic of Fiji Islands*. Manila (TA 3360).

will be to the concerns of women and youth groups, often the most marginalized and largely excluded from traditional and modern decision-making mechanisms.

11. On the basis of the assessment, training material and an action plan outlining TA activities will be developed. The training material will build on TA 6126 and adjust the material to the country-specific and governance level (national, provincial, local) as well as to the targeted participants. The action plan will consider current government initiatives and complement ADB activities to support governance of public sector institutions and processes.

12. Capacity development workshops will be conducted for government officials at national, provincial, district, community levels in selected pilot ministries, elected representatives, and traditional leaders. The workshops aim to (i) demonstrate that civil society involvement can improve the resource allocation process, (ii) provide guidance on participatory methodologies, (iii) provide for a forum for discussion with CSOs, and (iv) discuss institutionalization of a participatory approach to resource allocation.

13. Capacity development activities targeting civil society will include the following: (i) capacity development workshops for CSOs using lessons learned and the material developed under TA 6126; (ii) capacity development through workshops and learning-by-doing initiatives for selected pilot communities in (a) establishing priorities, (b) determining resources required to address the issue, (c) assessing the decision making process and how to access and influence decision makers at various levels (community, district, provincial, national), (d) monitoring and evaluating social service delivery, and (iii) assisting communities in preparing submissions to the government, for instance, for the annual budget, and selecting people to represent the community. Submissions will be made to the appropriate administrative level, and capacity building activities will involve government staff in the pilot ministries at various administrative levels. Follow-up visits will be made to the communities after several months to review progress and discuss obstacles encountered. Communities will be helped in following up on other priority issues to institutionalize the approach and to strengthen the capacity to monitor service delivery.

14. A scaling-up plan will be developed to (i) extend activities to other ministries, CSOs and communities, and other PDMCs; (ii) facilitate the institutionalization of a participatory approach; (iii) provide input to ADB's governance strategy; and (iv) evaluate activities including how to monitor the poverty impact of the activities and the extent to which the youth, women, and the poor participated.

15. Innovative ways to disseminate lessons learned will be explored.¹¹ Possibilities of disseminating experiences and training material via the Internet will also be explored.

16. Several outreach seminars for government and elected officials, traditional leaders and CSOs, including media representatives will be conducted to provide a forum for discussing of extension of TA activities and institutionalization of a participatory approach. The outreach seminars will have representatives from other PDMCs as participants.

¹¹ For instance, Femlink, an NGO based in Fiji, is currently piloting a community radio initiative to assist communities to exchange information, experiences, and best practices. In Vanuatu, Wan Smal Bag is using theatre performances and video clips to deliver public health and governance education.

C. Cost and Financing

17. The total cost of the TA is estimated at \$500,000 equivalent to be financed on a grant basis by the Poverty Reduction Cooperation Fund. Detailed cost estimates and the financing plan are in Appendix 2. The TA funds will be administered by ADB.

D. Implementation Arrangements

18. The Pacific Department of ADB will be the Executing Agency for the TA. The Foundation of the Peoples of the South Pacific International (FSPI) Regional Secretariat will be directly selected as lead consultant. FSPI is a regional NGO with representation and operations in both the Fiji Islands and Vanuatu. During the Fact-Finding Mission, extensive discussions were held with NGOs that could provide input to the TA activities. However, very few NGOs possess the capacity to coordinate the input of other NGOs and community groups in both countries. FSPI is therefore uniquely positioned for this task due to (i) its strong interest and extensive experience in institutional strengthening and capacity building in governance and poverty-related issues, (ii) its established network in various PDMCs and background in cooperating with local NGOs, and (iii) its strong record in implementing various ADB and other international development partners' projects.¹² FSPI will submit a simplified technical proposal. In its proposal FSPI will include local NGOs to carry out the work program.¹³ These NGOs are currently active in project-related activities at national, provincial, and community levels. Their input will ensure that project activities complement ongoing activities in each country and that they reach the widest range of beneficiaries. The project team leader will be a full-time staff of FSPI, and will direct and coordinate TA activities, and coordinate the input of community organizations and local CSOs in the two countries. The project team leader will prepare quarterly progress reports and the final report to ADB. Government ministries and departments will participate in TA activities.

19. FSPI will be engaged by ADB in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for engaging consultants. The total number of person-months is 65. FSPI will provide a total of 25 person-months, domestic NGOs will provide another 40 person-months (18 person-months in Vanuatu and 22 person-months in the Fiji Islands). Outline terms of reference and reporting requirements are in Appendix 3. The TA will start in September 2004 and is expected to be completed by December 2006.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Making Resource Allocation Pro-Poor and Participatory in the Pacific, and hereby reports this action to the Board.

¹² FSPI was the consultant for TA 6065 (footnote 8) and also provided input to TA 6126 (footnote 4).

¹³ The organizations include: (i) for Fiji: Partners in Community Development (Fiji), Ecumenical Centre for Research, Education & Advocacy, Femlink, Fiji Women's Rights Movement and Fiji Rural Integrated Enterprise for National Development; (ii) for Vanuatu: Vanuatu Association of NGOs and Wan Smol Bag; and (iii) on a regional basis, Pacific Island Association of NGOs and Regional Rights Resources Team.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal Improve access of the poor and marginalized to quality social services</p>	<p>Resource allocation process responsive to the poor</p>	<p>Annual budget papers, to determine changes in expenditure priorities</p> <p>Poverty-related indicators</p>	
<p>Purpose</p> <p>Civil society engages more constructively and pro-actively in resource allocation decisions and monitoring of service delivery</p> <p>Governments in pilot countries are more responsive to participation of civil society in resource allocation process</p>	<p>Stronger awareness and participation of civil society in resource allocation</p> <p>Higher awareness of government officials of benefits of participatory methodologies</p> <p>Effective approach to participatory budgeting identified</p>	<p>Asian Development Bank (ADB) review missions</p> <p>ADB survey of number of formal and informal meetings between governments and civil society organizations (CSOs) and of submissions by CSOs to government</p>	<p>Continued government commitment to open up the resource allocation process to participation</p> <p>Capacity and sustained interest of participating governments and elected officials and CSOs</p>
<p>Outputs</p> <p>Report containing assessment of regional practices on participation in resource allocation process and recommendations for improvement</p> <p>Training materials for various target audiences and action plan for TA activities developed</p> <p>CSOs, particularly women's and youth NGOs, more pro-active and</p>	<p>Report produced within 4 months of technical assistance (TA) inception</p> <p>Training materials and action plan completed within 8 months of TA inception</p> <p>Increased number and quality of submissions by</p>	<p>ADB staff review</p> <p>Report of nongovernment organization (NGO)</p> <p>ADB staff review</p> <p>Report of NGO</p> <p>ADB staff review</p> <p>Report of lead NGO</p>	<p>Sustained interest of communities and CSOs</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>constructive in their engagement in resource allocation decisions and monitoring government service delivery</p> <p>Government officials of the pilot ministries, elected officials and traditional leaders (i) more aware of benefits of civil society engagement, (ii) with better understanding of participatory methodologies, and (iii) encouraged to institutionalize approach</p> <p>Scaling-up plan developed to replicate participatory approach</p>	<p>CSOs to government budget and planning documents</p> <p>Increased number of informal (to at least one meeting with each participating NGO) and formal meetings with CSOs during budget formulation and planning</p> <p>Scaling-up plan completed within 22 months of TA inception</p>	<p>Feedback from participants</p> <p>ADB review</p> <p>Report of NGO</p> <p>Report of NGO</p>	<p>Sustained interest and capacity within participating ministries</p>
<p>Activities</p> <p>Review and analyze existing material, lessons learned from ADB and other development partner initiatives</p> <p>Develop training material and action plan</p> <p>Hold capacity building workshops for CSOs to define priority issues, determine resources needed, assess decision-making structure, determine how to access and influence the decision makers and how to monitor performance</p>	<p>Report and TA action plan completed within 4 months of TA inception</p> <p>Training materials completed within 8 months of TA inception</p> <p>Capacity building workshops and learning-by-doing activities completed within 18 months of TA inception</p> <p>Trained representatives of CSOs in at least 15 villages per country</p>	<p>Report from NGO</p> <p>Report from NGO</p> <p>Progress reports from NGO</p> <p>ADB review and feedback from participants</p>	<p>Timely recruitment of qualified NGO allowed by ADB procedures for engaging NGOs</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Develop capacity (workshops and through learning-by-doing activities) of selected communities to prepare submissions and select people to represent the community</p> <p>Revisit communities to review progress, discuss obstacles, assist communities in following up on other priority issues and in monitoring government performance</p> <p>Hold workshops to develop capacity of government and elected officials and traditional leaders to raise awareness of benefits of participatory approach and to improve their understanding of participatory methodologies</p> <p>Analyze lessons learned and develop scaling-up plan</p> <p>Identify innovative ways to disseminate lessons learned</p> <p>Conduct outreach</p>	<p>Number of community participants (at least three per community) trained and preparing submissions from 15 pilot communities, within 18 months of TA inception</p> <p>Follow-up conducted within 22 months of TA inception</p> <p>Within 18 months of TA inception at least 5 participants trained in a minimum of 3 capacity building workshops in each selected ministry and at various levels (national, provincial, community) per country</p> <p>Plan developed within 22 months of TA inception and widely disseminated</p> <p>Innovative ways used to disseminate material within 24 months of TA inception</p> <p>At least 2 outreach</p>	<p>Progress reports from NGO</p> <p>Feedback from participants</p> <p>ADB review</p> <p>ADB review</p> <p>Report of NGO</p> <p>ADB review</p> <p>Report of NGO</p>	<p>Sustained interest of participating communities and CSOs</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
seminars for various stakeholders to encourage institutionalization of participatory approach and extension of project activities	seminars in each country		
Inputs NGO input (\$200,000) Local and regional travel (\$50,000) Costs of workshops and training (incl. travel, accommodation for participants) (\$150,000) Expenses for disseminating materials (\$40,000) Administration and support costs (\$20,000)			Timely recruitment of regional NGOs allowed by ADB procedures for engaging NGOs

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
Poverty Reduction Cooperation Fund Financing^a	
1. Consultants	
a. Remuneration and Per Diem	200.0
b. International and Local Travel	50.0
c. Reports and Communications	40.0
2. Training, Seminars, and Outreach Activities	150.0
3. Miscellaneous Administration and Support Costs	20.0
4. Contingencies	40.0
Total	500.0

^a Administered by the Asian Development Bank.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The Foundation of the Peoples of the South Pacific International (FSPI) Regional Secretariat, will be selected as lead consultant for the technical assistance (TA). Consulting services will comprise 65 person-months. The FSPI, Regional Secretariat in the Fiji Islands and its branch in Vanuatu will provide 25 person-months input on an intermittent basis to the TA. FSPI will also select and coordinate the input of other nongovernmental organizations (NGOs) in the two countries. In the Fiji Islands other NGOs will provide an input of 22 person-months on an intermittent basis and include the following organizations: Partners in Community Development, Ecumenical Centre for Research, Education and Advocacy (ECEA), Femlink, Fiji Women's Rights Movement (FWRM), Fiji Rural Integrated Enterprise for National Development (FRIEND), Pacific Island Association of NGOs (PIANGO), and Regional Rights Resources Team (RRRT). In Vanuatu, domestic NGOs will provide 18 person-months input on an intermittent basis and include the following: Vanuatu Association of NGOs (VANGO) and Wan Smal Bag. A detailed distribution of tasks and of person-months will be worked out in the first 3 months of TA implementation.

2. The project team leader, a full-time staff member of the FSPI, will have substantive experience in project management, including coordinating inputs from local civil society organizations (CSOs) and community organizations. The team leader will also have extensive knowledge of governance issues in the Pacific developing member countries (PDMCs), in particular participatory approaches and gender, youth and poverty issues. The team leader will have substantial experience in organizing and conducting training workshops for the target audiences. The responsibilities of the project team leader and the lead NGO include the following:

- (i) Select, liaise with, and coordinate the input of local CSOs and community organizations participating in the TA activities.
- (ii) Provide overall guidance to the TA activities in the two participating countries.
- (iii) Ensure that experiences and lessons learned in both countries are shared regularly.
- (iv) Coordinate the dissemination of experiences and lessons learned.
- (v) Have overall responsibility for the reporting requirements: (a) a brief inception report 1 month after the TA starts outlining the proposed activities, including a rough schedule of training activities; (b) quarterly progress reports to be submitted within 1 month of the end of each quarter; and (c) a final report summarizing the findings, progress, and achievements of the TA. Include recommendations and an action plan on how to distribute activities to more participants and other PDMCs, how to institutionalize a participatory approach to resource allocation, and how to inform the strategy and country programs of the Asian Development Bank (ADB).

3. FSPI will coordinate and provide overall guidance in the following TA activities:

- (i) Review and assess regional practices in involving civil society, traditional community leaders and structures in the decision-making process for resource allocation at community, district, provincial, and national levels and linkages

between levels. Build on the findings of the country governance assessments (CGAs), TA 5998, TA 6065, and TA 3360¹, other initiatives of development partners and make use of global good practices. Using the assessment, develop an action plan including training material for community groups, CSOs, and government appropriate to national, provincial, district, or community level.

- (ii) Conduct training for community members and CSOs on the resource allocation process and how to influence the process using material developed under TA 6126.²
- (iii) For the pilot studies, select communities in the Fiji Islands and Vanuatu that were identified as particularly vulnerable in the community mapping activities under TA 6065 (footnote 1) and in the participatory poverty assessments.
- (iv) Using a learning-by-doing approach, assist selected communities with (a) establishing priorities, (b) determining resources required to address the issue, (c) understanding the decision-making process and how to access and influence the decision makers at community, district, provincial, and national levels.
- (v) Assist communities in preparing submissions to the government, for instance, for the annual budget or national planning documents. Assist in setting up participatory processes to select community representatives.
- (vi) Revisit communities after several months to review progress and discuss obstacles encountered. Assist them in following up on other priority issues, if appropriate, to institutionalize the approach and to strengthen the capacity to monitor service delivery.
- (vii) Training (a) government and elected officials at national, provincial, district, and community levels and in selected pilot ministries; and (b) traditional leaders to raise awareness of the benefits of the participatory approach and to improve their understanding of community concerns and participatory methodologies. Involve participants from CSOs to encourage both government and CSOs to engage in a constructive dialogue. Build on the training material developed under TA 6126 and material developed by local NGOs engaged in governance work.
- (viii) Document and disseminate TA activities and lessons learned through innovative approaches such as the community radio or theatre performances. Explore possibilities of disseminating experiences and training material via the Internet.
- (ix) Organize and conduct at least two outreach seminars per country, bringing together CSOs, media, government and elected officials, and traditional leaders.
- (x) Develop a scaling-up plan on how to (a) extend activities to other ministries, CSOs, and communities, and possibly to other PDMCs; (b) facilitate the

¹ ADB. 2001. *Technical Assistance for Youth- and Gender-Sensitive Public Expenditure Management in the Pacific*. Manila (TA 5998); ADB. 2002. *Technical Assistance for Assessing Community Perspective on Governance in the Pacific*. Manila (TA 6065); ADB. 2000. *Technical Assistance for Women's Plan of Action—Republic of Fiji Islands*. Manila (TA 3360).

² ADB. 2003. *Technical Assistance for Civil Society Participation in Budget Formulation in the Pacific*. Manila (TA 6126).

institutionalization of a participatory approach; (c) provide input to ADB's regional governance strategy and country programs; and (d) evaluate activities.