

DRAFT

**BUILDING A BETTER FIJI FOR ALL
...VUETI VITI ME VINA KA VEI KEDA KECE...**

THROUGH

**A PEOPLE'S CHARTER FOR CHANGE & PROGRESS
...YAVUTU NI VEISAU KEI NA TOSO KI LIU...**

April 2007

BUILDING A BETTER FIJI FOR ALL

Vueti Viti Me Vinaka Vei Keda Kece

A. BACKGROUND

1. Looking Back

- At Independence in 1970, Fiji started its journey as a young nation with a race-based Constitution
- For over three decades, Fiji's politics and overall governance have been dominated by and deeply mired in divisive, race-based politics, policies, and institutions
- Leadership at the community and national levels thrived on the basis of adversarial ethnic-based politics, to the extent that, by and large, Fiji has suffered from failed if not a crisis of leadership. The country as a whole has been paying an increasingly heavy price in terms of several decades of lost developmental opportunities
- The two major communities i.e. indigenous Fijians and Indo – Fijians have, as a result, not been able to share a common national identity: indigenous Fijians fearful of dominance by Indo-Fijians and anxious of their status as the indigenous people thus seeking protection of that status while Indo-Fijians feel alienated and marginalised as second class citizens in the country of their birth. Also, indigenous Fijians generally feel marginalised from the mainstream of the modern economy
- The two military takeovers of governments in 1987, and the civilian-led coup in 2000, both heightened and deeply magnified the dominance of race-based politics and governance resulting in a severe erosion of confidence and a massive exodus abroad of the country's skilled and educated people, mainly Indo-Fijians
- Post-1987 coup -related developments caused severe ruptures in the very fabric of Fiji society , resulting in a loss of confidence that has been debilitating Fiji's economy and hampering developmental progress and prosperity
- The 1990 Constitution had “not worked, even on its own terms. It was (sic) undemocratic and divisive, and weak on accountability...”
(CCF, 1995)

- The 1997 Constitution, while somewhat more progressive and broadly more representative of Fiji's communities in the political governance arrangements that it promulgated, nonetheless maintained the race-based architecture with an emphasis on the communal in the make-up of Parliament and put in place structures that continued to emphasize racial divisions in Fiji society
- More recently, in the wake of the 2000 civilian-led overthrow of government, initially the Military-installed Interim Civilian Government and then , following the 2001 and 2006 General Elections, Fiji's political governance has been characterised by the politicisation of the prison services and the criminal justice system as well as the public service, a significant weakening of the key institutions of governance, pervasive increase in corruption , serious economic decline, a significant deterioration in the law and order situation, and a deepening of the racial schism in the country.
- Fiji has been suffering from deep-rooted structural problems, a governance environment severely warped by the dominance of parochial ethnic politics and with an increasing incidence of corruption and lawlessness.
- Fiji's economy is generally in tatters and on the brink of collapse: with increased unemployment and underemployment, decline in productive investment, continued emigration particularly of the skilled and the educated, stagnant manufacturing and declining export sectors, a sharp deterioration in the fiscal and external balances, and growing poverty and inequality. The country's infrastructure (roads, power, water) have severely deteriorated.
- Confidence has been greatly shaken and has been eroding significantly, with a growing sense of hopelessness across the nation, and normlessness among the younger generation who have been increasingly resorting to petty crime, drugs, and prostitution.

2. Looking Ahead : What are the Imperatives Now for Fiji

- First and foremost, any further deterioration of Fiji's precarious overall economic and fiscal situation needs to be averted with utmost urgency.
- Reform and restructuring including confidence-building measures are needed to orient the economy towards a path of not only higher but sustainable growth.

- Leaders throughout the country need to be seized that the vast majority of Fiji's people aspire for and deserve a country, including a system of governance, that is characterized by stability, transparency and accountability, as well as the prevalence of law, order, and peace.
- Fiji needs to become a more progressive and a truly democratic nation; a country in which its leaders, at all levels, emphasize national unity, racial harmony and the social and economic advancement of all communities regardless of race or ethnic origin.

B. MOVING FORWARD TOGETHER TO BUILD A BETTER FIJI

1. Overall Objective

- To rebuild Fiji into a non-racial, culturally-vibrant and united, well-governed, truly democratic nation that seeks progress, and prosperity through merit-based equality of opportunity, and peace.

2. The National Challenge

- Given the historical context and related contemporary basis and the particular circumstances that have led to the deep-rooted and worsening problems that have been besetting Fiji, the people of Fiji need to, individually and collectively, to come together to actively contribute to help resolve the country's problems and to help achieve the overall national objective of building a better Fiji for all.
- For Fiji to attain tangible and sustainable progress towards this common national objective, its people and in particular leaders at all levels in the communities and the society as a whole will need to place the national interest ahead of any personal and sectional interests.

3. Moving Forward Together

The overall national objective of Building a Better Fiji is to be achieved through a three-step approach as follows:

Step 1:

- Most urgent and immediate need is to arrest further deterioration of Fiji's current overall precarious economic situation, in particular the sharp fiscal and external imbalances. The Emergency Budget introduced on 2 March 07 has aimed largely to do this. Additional related actions including confidence-building measures will need to be taken over the immediate and short-term.
- Fiji's people need to be made aware, to recognise and understand, that in the immediate and foreseeable future, as the nation seeks to arrest the further deterioration of the economic and fiscal situation, there will be an increased burden to share and more pain to bear. This burden and the pain will need to be shared equitably by all segments of the community in Fiji. The overall economic situation is likely to get worse in the very short term before it can get better in a strong and sustainable way.

Step 2:

- In moving forward and beyond the foregoing immediate fire-fighting emergency measures, Fiji must now evolve a political, social and governance framework that, eventually, will be truly democratic, accountable, inclusive, equitable, non-racial and which unifies Fiji's diverse communities as a nation. However, it has to be recognised that all of this cannot be achieved overnight, or through the issuing of edicts or decrees. The harsh reality is that there are no quick fixes.
- The political, social and governance framework or the "Road Map" for the way forward, through which the foregoing are to be achieved, must consist of a program of major political, institutional, social, and economic reforms which seek at least the following:
 - i) to restore stability, law and order, and confidence,

- ii) to strengthen institutions relating to good governance, particularly reform of the public sector including the public service as well as ensuring an independent and effectively functioning judiciary as well as the Office of the Auditor-General;
 - iii) to carry out major reforms in the economy and society aimed at addressing structural problems through policy and institutional measures that seek to rationalise the role of the public sector vis-à-vis the private sector with the latter as the engine of growth in the economy, and addressing such social issues as growing inequality and poverty, and also race-based divisiveness between and within the major communities; and
 - iv) to convene free and fair general elections within a constitutional and governance framework that will ensure that parliamentary democracy is not only restored but will henceforth be sustainable in Fiji.
- It is recognised that the nature and extent of reforms that are now needed necessarily have to be comprehensive in scope, and focussed on the critical constitutional, political, legal, economic, social, institutional and developmental problems with which Fiji has been persistently riddled since Independence in 1970 and in particular, in more recent years. It is further recognised that such reforms must be within an overall pragmatic framework, and that their implementation are appropriately phased and sequenced over the short, medium and long term time frame.
 - To chart out the course that such reforms must take and the details therein, a full stock-take or diagnosis is needed in regard to the nature and extent of the structural, constitutional, legal, economic, social, policy and institutional problems facing Fiji. Such a diagnosis should be independent, facts-based, policy and issues-oriented, and forward-looking. To generate fullest possible awareness and understanding, the findings of such a stock-take or diagnosis should be made available to Fiji's people with full disclosure; with the dissemination of

information being in forms that can be readily accessed, and understood by the wider community across the nation in Fiji.

- The preparation of an independent Report on “The State of the Nation and the Economy” (SNE), and also the formulation and implementation of the way forward comprehensive reform agenda, will both be undertaken as national level efforts, involving the broad cross section of Fiji’s people, through processes that are meaningfully consultative and truly participatory.
- To achieve this, a 40-member National Council for Building a Better Fiji (NCBBF) will be set up by the President of Fiji. The composition of NCBBF will be broadly representative of Fiji society (including leaders and representatives from the civil society including NGOs, the private sector, religious and community organisations, employers/workers and youth organisations, and the political parties¹).
- Supported by six National-level Task Teams and also a Technical and Support Secretariat (TASS) to be set up specifically for this purpose, the NCBBF will be responsible for: i) undertaking the detailed stock-take or diagnosis work and the preparation of the independent SNE Report; ii) formulation of the comprehensive way forward reform agenda, and which is to be evolved into a Fiji People’s Charter for Change and Progress; iii) ensuring that both these activities are undertaken through processes and a manner such that Fiji’s communities at all levels are consulted and able to participate and contribute fully; and iv) upon the formal adoption, through a National Summit of the People’s Charter for Change and Progress, in ensuring its effective implementation.
- The NCBBF shall be Co-Chaired by a nominee of the Interim Administration and a Leader to be appointed from outside of the Government ie from within Fiji’s civil society. Twenty six

¹ It is noted that in 2006, in the context of the preparation of the Strategic Development Plan (SDP), nine Summit Working Groups (SWGs) were established. The information generated for the SDP preparation including the various reports and recommendations of the SWGs will be fully taken into account to avoid duplication of effort.

(26) of the 40 members of the NCBBF shall be from Fiji's civil society. The NCBBF shall be responsible for providing stewardship and policy direction for the whole undertaking.

- The Interim Administration will appoint a Cabinet Sub-Committee, with the Prime Minister as Chair, to actively support and facilitate the foregoing.
- The work on the formulation of the Peoples Charter for Change and Progress is to be undertaken as a high priority undertaking and with the utmost of urgency. It is desirable that the Peoples Charter for Change and Progress is formulated and adopted within the year 2007.
- The Peoples Charter for Change and Progress in its content and coverage will necessarily be broad and directional, its main purpose being to provide the strategic framework or the parameters within which the Interim Administration and successive elected governments will be expected to operate. The Peoples Charter for Change and Progress should cover a timeframe of 15 to 20 years ie. a period long enough to allow the fundamental reforms to be bedded down.
- The main contents of the Peoples Charter for Change and Progress, therefore, need to focus on those items of reforms that will be considered as high priority and of fundamental importance in laying a solid foundation for sustainable democratic and accountable governance.
- The bulk of the more detailed work on the comprehensive reform agenda will take a longer time to accomplish, and this will need to be done following the adoption of the Peoples Charter for Change and Progress.

Step 3: The Implementation, Monitoring and Reporting Phase

- Some critical pre-conditions to ensure the success of this Phase are :

- i) fullest and unwavering commitment by Fiji's leaders, at all levels throughout the country and particularly the leaders initially in the Interim Administration and those who will be elected through the restoration of parliamentary democracy, to remain aligned to and continue to work and contribute within the framework of the People's Charter for Change and Progress;
 - ii) allocation of adequate resources (advisory, technical, financial); and
 - iii) support of the regional and international community.
- An Information System (IS) will need to be established and maintained so that the implementation of the reforms can be tracked and timely remedial actions taken. The IS should include agreed baselines, time-bound indicators, and specific benchmarks to measure/monitor progress. It should permit the timely analysis and prompt publication of the resulting impacts.
Fiji's people must be able to feel and see the changes occurring for the better.
- See Attachment 1 for details on the three-step approach; Attachment 2 on the terms of reference and composition of the NCBBF; Attachment 3 on the structure and the composition of the six NTTs; and Attachment 4 on the terms and reference and composition of TASS.

C. COMMITMENTS

- In recognising the vital and strategic importance of adopting a unifying approach to achieving the common goal of building a better Fiji for all, the Interim Administration commits to fully supporting and facilitating the broad-based national consultative and participatory process for : i) the undertaking of an

independent, facts-based, forward looking stock-take or diagnosis of Fiji's current situation and problems, and ii) for the detailed mapping or formulation of a comprehensive way forward reform agenda that would serve as the basis for the preparation of a Fiji People's Charter for Change and Progress.

- In recognising also that the root causes of Fiji's current situation derive from the lack of real, meaningful, constructive dialogue at the national level, the Interim Administration commits unequivocally to bringing together all key stakeholders in the public realm with a view to ensuring and enhancing the capacity for the national interest to be paramount, ie one that supersedes communal divisions and ethnic and sectional interests.
- In turn, the Interim Administration would expect that all who take this opportunity to participate and contribute to this national level effort, will consistently demonstrate their commitment to align with and also place to the forefront, the objectives of national integration and unity, while steering clear of self-serving or divisive and parochial ethnic agendas.
- Fiji's regional and international development partners need to recognise that Fiji is at a very critical crossroads. The country's situation could rapidly escalate into much more serious deterioration, instability, impoverishment and suffering.
- It is in the strategic and objective mutual interest of both Fiji's leaders and Fiji's immediate neighbours (the Pacific Nations, New Zealand and Australia) and indeed the larger international community (bilateral and multilateral), to help avert such a disastrous situation in Fiji.
- The Interim Administration seeks constructive, forward-looking developmental engagement between Fiji as a

State and the country's regional and international partners.

- For its part, the Interim Administration commits in particular to restore parliamentary democracy within a realistic timeframe.
- While a timeline of “within 36 months” was announced as part of the “Road Map” that was released by the Interim Administration on 20 February, 2007, the determination of an alternative but pragmatic time frame can best be done within the context of the formulation of the Fiji People's Charter for Change and Progress, and as may be endorsed by the NCBBF and the proposed National Summit. In this context, the work currently being undertaken by the Fiji-Pacific Forum Islands Joint Working Group may be embraced as an integral part of the People's Charter for Change and Progress and the concerns, both within the country and internationally, regarding the restoration of parliamentary democracy, also thereby fully addressed.
- Fiji's regional and international (bilateral and multilateral) development partners are invited and indeed urged to actively and constructively contribute to the consultative and participatory process of formulating the Fiji People's Charter for Change and Progress, while recognising and respecting the need for fullest possible ownership of that responsibility by Fiji's people. Assistance will be needed in the form of:
 - i) advisory and financial support for the setting up of an independent Technical and Support Secretariat;
 - ii) technical and financial support for the preparation of an independent Report on the State of the Nation and the Economy;
 - iii) support, both advisory and financial, for representative civil society stakeholder groups and associations to actively and fully participate in these undertakings; and

- iv) technical and financial support for the implementation phase.
- The Interim Administration, for its part, commits to adhering to the timetable that will be embraced in the Fiji People's Charter for Change and Progress for the restoration of parliamentary democracy in Fiji.

Attachment 5 provides an Action Plan and Timetable.

BUILDING A BETTER FIJI FOR ALL

The **three-step approach** for the way forward for Fiji will consist of the following:

Step 1

Immediate and urgent measures, such as contained in the Emergency Budget of 2 March 07, to arrest the further decline of the country's economic and fiscal position including confidence-building measures to revive investment and growth. Stabilise the law and order situation, working within the framework of Fiji's laws, and strengthening the institutions charged with this responsibility.

Step 2

A full stock-take or comprehensive diagnosis to be undertaken on the nature and extent of the constitutional, legal, structural, economic, social, policy and institutional problems and issues which Fiji currently faces. This diagnosis will be independent, facts-based, policy and issues-oriented, and forward-looking.

Under the overall stewardship of a National Council for Building a Better Fiji (NCBBF), and with the active, facilitative support of a Cabinet Sub-Committee, six National Task Teams (NTTs) will be set up to generate a series of papers on policy, institutional and reform issues. Focus-group and seminar discussions will be conducted on these papers, with the use of the vernacular languages, as appropriate and necessary, and also the use of print and radio media to facilitate widest possible nation-wide debate and discussion.

Key Output: A comprehensive Report on the State of the Nation and the Economy (the SNE Report).

With the SNE Report providing the analytical basis, a draft Fiji People's Charter for Change and Progress will be developed. The People's Charter will, inter alia, contain the following:

- a political, social, and governance framework that will lay the foundation for sustainable democracy in Fiji including a realistic timetable to convene free and fair elections within a constitutional and governance framework that will ensure that parliamentary democracy is not only restored but can be sustained in the future in Fiji;
- a comprehensive reform agenda aimed at strengthening the key institutions relating to good governance; addressing such social issues as growing inequality and poverty; and also race-based divisiveness between and within the major communities; and also major reforms in the economy to rationalise the role of the public sector vis-à-vis the private sector with a

view to reforming and restructuring public financial institutions and enhancing the role and contribution of the private sector as the main engine of growth in the economy.

- The overriding objective of the draft People's Charter for Change and Progress will be to rebuild Fiji into a non-racial, culturally vibrant and united, well-governed, truly democratic nation that seeks progress and prosperity through merit-based equality of opportunity, and peace.

The draft People's Charter for Change and Progress will be submitted for formal adoption by a National Summit which will be attended by leaders and representatives of the civil society including NGOs, the Great Council of Chiefs, religious and community organisations, the private sector, political leaders and other representative bodies.

For transparency and real-time information to the wider community, the deliberations of the National Summit will be broadcast live throughout the country.

Key Outcomes: i) formal adoption of the Fiji People's Charter for Change and Progress by the National Summit; and ii) a mandate for convening Annual Summits as a means of providing community-based representatives of Fiji's people with an opportunity to review progress in the implementation of the reform program contained in the People's Charter for Change and Progress.

A Technical and Support Secretariat (TASS) will be set up to assist the NCBBF and the NTTs in the preparation of the SNE Report as well as the People's Charter for Change and Progress; and also to help coordinate and facilitate the consultative and participatory processes.

This Secretariat will include two full time National Coordinators; a core team of highly experienced, specialist advisors-cum-experts; and an administrative support team. See Attachment 4.

A Public Relations and Media Team (PRMT) will also be set up (including translators for the vernacular Fijian and Hindi languages) to handle the information dissemination and awareness generation initiatives

Step 3

This is the full implementation phase, and to facilitate this, the following actions will be critical and necessary:

- i) allocation of adequate advisory, technical, financial resources;
- ii) establishment and maintenance of an Information System (IS) to track the implementation of the reforms and to trigger timely remedial actions;

- iii) the IS to include agreed baselines, time-bound indicators, and specific benchmarks to measure/monitor progress.

**NATIONAL COUNCIL FOR BUILDING A BETTER FIJI
(NCBBF)**

1. ROLE AND RESPONSIBILITY:

Assisted by six National Task Teams (NTTs) and a full-time Technical and Support Secretariat (TASS), to:

- i) undertake the preparation of “The State of the Nation and the Economy” (SNE) Report
- ii) formulate the draft Fiji People’s Charter for Change and Progress
- iii) ensure that both these activities are undertaken through processes and a manner such that Fiji’s communities at all levels are consulted and able to participate and contribute fully; and
- iv) upon the formal adoption of the People’s Charter by a National Summit, ensure its effective implementation.

The NCBBF, with the support of a Cabinet Sub-Committee, shall be responsible for providing stewardship and policy direction for this national level initiative, to ensure successful overall outcomes from this whole undertaking.

2. COMPOSITION OF THE NCBBF: (40 members):

- i) Co-Chairs: -
 - A Nominee from the Interim Administration, and
 - A prominent/reputable Leader appointed from outside of the Government ie. from within Fiji’s civil society.
- ii) Members:-
 - a) From Fiji’s civil society (25 representatives)
 - b) From the Interim Administration (13 representatives)

NATIONAL TASK TEAMS (NTTs)

A. STRUCTURE

Six (6) NTTs will be established as follows:

- #1 on Good Governance,
- #2 on Growing the Economy,
- #3 on Reform of the Public Service including Service Delivery
- #4 on Reform of Public Financial Institutions
- #5 on Access to Land and Land Utilization, and
- #6 on Social and Community Sectors

Like the NCBBF, the composition of the NTTs will be broadly representative and include leaders as well as key stakeholders from outside of the Government. Each NTT will be supported in its analytical and diagnostic work by teams of technical and professional specialists.

The NTTs will be responsible for generating a series of papers on policy, institutional and reform issues in their respective subject areas. To do this, the NTTs will have the flexibility to co-opt members as well as set up sub-Task Teams and working groups, as may be necessary and appropriate, to accomplish the mandated tasks on a timely and effective basis.

Assisted by two National Coordinators and a full-time Technical and Support Secretariat (TASS), the NTTs will undertake focus group and seminar discussions on the working papers generated by them, to ensure widest possible nation-wide debate and dialogue.

With the support of TASS, the NTTs will be responsible for the preparation and submission to NCBBF, a comprehensive “Report on the State of the Nation and the Economy”, the SNE Report.

With the support of TASS, and the SNE Report providing the analytical basis, prepare the draft Fiji People’s Charter for Change and Progress.

An outline, broad terms of reference for each NTT is given below:

NTT 1: GOOD GOVERNANCE

- Political Constitutional and Legislative reforms for transparency, and accountability; including timetable for restoration of sustainable parliamentary democracy.

- Expedite, following review and update, the legal reforms pending under the Fiji Law Reform Commission.
- Strengthen key institutions for effective governance including the Judiciary, the Offices of the Auditor-General and the Ombudsman, Human Rights Commission, Law Revision Office.
- Fully operationalize the role, functions and work activities of Independent Commission on Corruption.
- With a view to promoting improved indigenous Fijian governance and development:
 - Review the roles of the following institutions and recommend reforms
 - The Great Council of Chiefs
 - Native Land Trust Board
 - Fijian Affairs Board
 - Ministry of Fijian Affairs and Provincial Development
 - Provincial Councils
 - Business development initiatives such as Yasana Holdings, Vanua Development Corporation, etc.
 - The recommended institutional changes and reforms emanating from foregoing reviews must enhance contributions of these institutions for indigenous Fijian development for:
 - more effective participation by the landowners in Fiji's mainstream economy and its further growth and development in partnership with other communities.
 - strengthen transparency and accountability of the leadership in these institutions.
 - modernize and enhance traditional chiefly leadership at all levels so that the GCC leadership is more strongly linked to and also accountable to ordinary Fijians.
 - develop leadership among indigenous Fijians that is visionary, progressive, and mindful of the interests of other communities and also the national interest.
 - Strengthen dialogue and cooperation between indigenous governance institutions and other communities and stakeholders in the development of land, such as organisations and enterprises needing access to land for development.
 - For the various business initiatives such as Yasana Holdings Ltd, Vanua Development Corporation, and others

identify strategies and measures to enhance growth of Fijian entrepreneurship and enterprise.

- Review the 20/20 Plan to assess its achievements and overall effectiveness.
- Introduction of a Leadership Code Act including code of conduct of and declaration of interest for candidates of a general election.

[Note: Work of the 3-member Constitution Review Committee, announced in the Road Map of 20 February 07, will be dovetailed into the terms of reference of the National Task Force on Good Governance. Also, besides the timetable for restoration of parliamentary democracy, another major output to be generated by NTT1 will be a report on corruption].

NTT 2: GROWING THE ECONOMY

- Promotion of private sector led investment and growth including indigenous entrepreneurship, the development of export-oriented small and medium industries (SMIs), and the enhancement of resource-based rural development.
- Ensure more conducive fiscal and monetary policies; provision of improved physical infrastructure; and reduction of the costs of doing business in Fiji.
- Enhance the competitiveness and growth of the strategic sectors (Tourism, Sugar, Forestry, Fisheries, and Services including ICT).
- Ensure institutional arrangements for public-private partnerships, especially for infrastructure development.
- Rationalize legal and institutional frameworks (including especially laws, and court procedures) to provide entrepreneurs with the tools (and degree of certainty) needed to enter into the more complex contracts needed to participate in modern commercial practices.

NTT 3: REFORM OF THE PUBLIC SERVICE INCLUDING SERVICE DELIVERY

- Rationalize the role and the size of the public service and enhance the quality and delivery of its policy, regulatory, and developmental services.
- Inculcate a culture of accountability, transparency and results-based performance orientation.

- Improve public servants autonomy and efficiency.
- Ensure long term structural stability of government finances.
- Arrest politicization of the public service through transparent enforcement of rules and regulations, and merit-based criteria for selection and progression.

NTT 4: REFORM OF THE FINANCIAL SECTOR INCLUDING PUBLIC FINANCIAL INSTITUTIONS

- Measures to reform the financial sector with a view to deepening the capital market, enhance the role of non-banking financial institutions for the mobilization of capital and for encouraging increased public participation in development investments.
- Introduce policies and measures to encourage increased savings by the public.
- Restructure, streamline and strengthen the performance efficiencies and effectiveness of major government-owned financial institutions (such as FNPF, FDB, RBF).

NTT 5: ACCESS TO LAND AND LAND UTILISATION

- Review ALTA and recommend legislative and institutional arrangements that will enhance constructive dialogue, cooperation as well as better access to and more effective and productive utilization of land for the mutual development of landowners and tenants as stakeholders.
- Identify suitable land for commercial and agricultural development, and mechanisms for facilitating ready access and systems for sharing information on land development strategies.
- Recommend leasing and rent fixing approaches that will be fair and just and enhance security of tenure.
- Recommend measures to provide land for housing and sustenance for displaced families and communities (under section 44 of the Constitution).

NTT 6: SOCIAL AND COMMUNITY SECTORS

- Address issues relating to national unity, identity including a common name, and the enhancement of ethnic relations and inter-cultural cohesion.

- Address issues relating to poverty, gender, and equality of opportunity, to enhance social equity and sustainability.

Review health and education sector policies and performance, with a view to improving Fiji's HDI ranking.

B. COMPOSITION

NTT 1: GOOD GOVERNANCE

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of twelve (12) members with seven (7) from outside of the Government.

NTT 2: GROWING THE ECONOMY

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of twelve (12) members with seven (7) from outside of the Government.

NTT 3: REFORM OF THE PUBLIC SERVICE INCLUDING SERVICE DELIVERY

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of (12) members with seven (7) from outside of the Government.

NTT 4: REFORM OF PUBLIC FINANCIAL INSTITUTIONS

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of twelve (12) members with seven (7) from outside of the Government.

NTT 5: ACCESS TO LAND AND LAND UTILISATION

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of twelve (12) members with seven (7) from outside of the Government.

NTT 6: SOCIAL AND COMMUNITY SECTORS

Two Co-Chairs:

- One from outside of Government; and
- One from the Interim Administration.

Members:

A total of twelve (12) members with seven (7) from outside of the Government.

**ESTABLISHMENT OF THE TECHNICAL AND SUPPORT SECRETARIAT
(TASS)**

1. ROLE AND RESPONSIBILITY

- Assist the NCBBF, the Cabinet Sub-Committee and the six NTTs in the preparation of the SNE Report as well as the draft Fiji People’s Charter for Change and Progress.
- Help coordinate and facilitate the consultative and participatory processes including the handling of the information dissemination and awareness generation initiatives.
- Provide technical and analytical support; and generate discussion papers on policy, institutional and reform issues for the NTTs. Arrange and facilitate focus groups and seminar discussions on these papers to promote debate and dialogue.
- Prepare the draft “State of the Nation and the Economy (SNE)” Report
- Following deliberations by the NCBBF and the wider community on the SNE Report, prepare the draft Fiji People’s Charter for Change and Progress.
- In coordination with concerned agencies within the Government, ensure the necessary arrangements for the convening of a National Summit to be attended by leaders and representatives of the civil society including NGOs, the Great Council of Chiefs, religious and community organisations, the private sector, other representatives, and from the Government.
- In coordination with concerned government agencies as well as representative civil society groups, ensure speedy transition to full implementation phase. As an integral part of this action, ensure establishment and maintenance of an Information System (IS) for monitoring and reporting on the implementation of the reform agenda contained in the People’s Charter for Change and Progress.
- Ensure that the IS includes agreed baselines, time-bound indicators, and specific benchmarks to measure and monitor progress.

2. COMPOSITION OF THE TASS

- The role to be played by TASS will be critically pivotal, inter alia, for ensuring the overall success of this national level initiative.

- TASS, therefore, will need to be both appropriately and adequately resourced, with i) a strong and capable core team of suitably skilled and experienced personnel including specialist advisors and experts; ii) an administrative support team including ICT facilities; and iii) a Public Relations and Media Team.
- It is proposed that TASS be headed by two full time Co-Coordinator, following the same principles as applied in the Co-Chair arrangement for the NCBBF. Thus, the two Coordinators would be sourced as follows:
 - i) one sourced from the Interim Government; and
 - ii) one sourced from the civil society in Fiji.

The role to be played by the two National Coordinators will involve a mix of coordination, administrative, managerial, technical as well as diplomatic functions. It is desirable that this role is filled by relatively senior, highly experienced, reputable professionals.

The division of responsibility between the two Co-Coordinator will be as follows: one to support NTTs 1, 5 and 6 while the other to support NTTs 2, 3, and 4.

The two National Coordinators will each be supported by a senior professional (at US01 level) plus at least one full-time professional staff to be assigned to each of the six (6) National Task Teams. The educational background and professional experience of each of these staff will need to match the substantive work content of each NTT. For instance, NTT1 on Good Governance would need a staff with legal expertise while NTT2 on Growing the Economy would need a staff with financial, business and/or economic expertise.

For the office including ICT facilities and provision of administrative and secretarial support it is proposed that such resources which are currently available at the Parliament House, be utilized.

It is further proposed that each key Government agency appoints at least one (1) senior official as focal point for TASS to be able to access the required information and to leverage the proactive support and inputs of each agency. This applies to both the central agencies, such as Reserve Bank of Fiji, Central Planning Office, Ministry of Finance, Bureau of Statistics, AG's Office, and Office of the Auditor-General, etc; and the line Ministries responsible for particular sectors.

In addition to the foregoing, TASS will need access to adequate resources to be able to obtain the services, short term, of specialist, technical advisors to assist in the diagnostic, analytical and also report writing work to be undertaken by each NTT.

It is anticipated that most, if not all, of such specialist, short term expertise will be obtained through the support of Fiji's regional and international development partners (bilateral and multilateral).

A Public Relations and Media Team (PRMT) will be set up as an integral part of TASS to handle all publicity including information dissemination and awareness generation initiatives.

ACTION PLAN AND TIMETABLE

Actions	Timetable (Accomplish by)
1. Initial consultations undertaken for the NCBBF and People's Charter Proposal: i) within the Interim Administration, and ii) with leaders in the civil society and other key stakeholders outside of Government	30 April 07 14 May 07
2. Cabinet formally considers the Proposal	29 May 07
3. Formal announcement of the national initiative to develop the Fiji People's Charter for Change and Progress (to be done first by the President and then jointly by the Co-Chairs of NCBBF).	31 May 07
4. Press Conference and Briefing of Regional and International Development Partners.	31 May 07
5. Technical and Support Secretariat established to support work of the NCBBF and NTTs.	1 June 07
6. President's letter of invitation to prospective NCBBF members.	1 June 07
7. The National Council for Building a Better Fiji (NCBBF) established and its composition formally announced in an inaugural ceremony in Parliament House.	15 June 07
8. The six National-level Task Teams (NTTs) established and endorsed by NCBBF in its first meeting. The NTTs to be chaired by NCBBF members and to include	15 June 07

<p>senior officials from concerned Ministries and public agencies, and also leaders and representatives from the private sector, and civil society including the professions and academia. (A technical /support sub-secretariat to each NTT will be designated).</p>	
<p>9. Work on Step 2 gets underway supported by focussed group consultations, in the fact-finding and analysis phase, across the country.</p>	<p>18 June 07</p>
<p>10. The findings of each NTT, by strategic area and sectors, presented to key stakeholders across the country through a series of seminars and presentations to focus groups of community leaders, as an integral part of the process of information sharing and awareness generation.</p>	<p>August to mid September 07</p>
<p>11. The NTTs, under the guidance of NCBBF, continue work on the preparation of the draft People's Charter, working within the consultative and participatory framework already established.</p>	<p>August/September 07</p>
<p>12.i) Draft Fiji People's Charter for Change and Progress ready ii) national level consultations initiated and undertaken with key stakeholders, led by members of NCBBF</p>	<p>5 October 07 Complete by 15 Oct 07</p>
<p>13. National Summit on the draft People's Charter (result anticipated would be the signing of a Peoples Accord formally adopting the Fiji People's Charter for Change and Progress)</p>	<p>22 Oct 07</p>

14. Move into the Implementation of the reform agenda contained in the Fiji People's Charter for Change and Progress including compliance with the timetable for restoration of parliamentary democracy.	Mid-Nov 07 onwards
15. Monitoring and timely reporting on implementation progress. Reports submitted to Annual National Summits.	Annual