Article

The role of the state and Fiji council of social services (FCOSS) in service delivery in Fiji

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Since 1980s, the global trend of international major donor agencies has been to divert aid from the state to Civil Society Organisations (CSOs) for the reasons of good governance, better accountability, more transparency and efficient service delivery. This has also been the case in the South Pacific island countries and particularly in Fiji after the 1987 coups. This re-direction of funds from the state to CSOs had two major impacts on the role of the state in service delivery. First, it led to the reduction of the role of the state in distributing funds to CSOs for service delivery. Second, the state is no longer able to 'control' the whole process of service delivery and gain people's sympathy and political mileage, as was the case in the pre-1987 coup period. This paper will unravel the 'rolling back' of Fijian state and examine the increasing role of Fiji Council of Social Services (FCOSS) and individual CSOs in service delivery. In particular, this paper will examine the role of the state in service delivery in various sectors of Fiji and the role of FCOSS and its programmes in providing service delivery in Fiji. Finally, this paper will also underline some recommendations for better utilisation of funds for service delivery (207 words).

Key words: Donor Agencies, state, civil society organisations (CSOs), Fiji council of social services (FCOSS), aid, good governance, accountability, transparency, health, education, family and counselling, gender, poverty alleviation, millennium development goals (MDGs), principles of Paris declaration.

INTRODUCTION

As a developing small island nation, Fiji receives aid and grants from overseas donor countries mainly from Australia, New Zealand, European Union, Japan, China and USA. These overseas donor countries give funds either directly to the governments or to the CSOs.

LITERATURE REVIEW

Globally, there is extensive literature on the role of the state and Civil Society Organisations (CSOs) in the area of service delivery. Journal articles, monographs, chapters in edited books as well as dissertations have been published internationally by academics focusing on

the role played by state and CSOs in service delivery. Anheier et al. (2001) undertook a qualitative approach in the study titled 'Introducing Global Civil Society'. The authors examined how global CSOs operate and what service delivery is concerned about. McTigue (2004) discussed the rolling back of the state in social welfare system of New Zealand. Kesley (1993) highlighted the rolling back of the state in social welfare system of New Zealand. Other pertinent authors who have widely contri-buted to the field of research on the role of state and CSOs in service delivery include Picciotto (1995), Cannan and Warren (1997), Schafer (1999), Lamour (2004) and Lister and Carbone (2006).

In the context of South Pacific Island Countries, various non-refereed articles have been produced in the area of role of state and CSOs in service delivery. A few scho-larly articles, which involve rigorous academic analysis of existing literature, have been published to foster discussion amongst the scholars and the academics

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concerning the role of the state and the CSOs in service delivery. Some of the authors who have published scholarly articles on the subject of role of the state and CSOs in service delivery in South Pacific Island Countries (SPICs) include Low and Davenport (2002), Wainwright (2003) and Hegarty et al. (2004).

More specifically, in Fiji countless number of non-refereed articles, ranging from newspaper articles, reports from Non-Government Organisations (NGOs) and internet documents on CSOs relating to the field of role of state and CSOs on service delivery in Fiji are available. Also a few academic authors have written in the area of service delivery in Fiji. Some of the pertinent authors who have illustrated service delivery insights in Fiji are Naidu (1994), Plange (1987), Pathak et al. (2008) and Naz (2009).

RESEARCH METHODS

This paper is primarily qualitative in nature. Three research methods were used to gather data for this research. First, interviews were conducted with relevant stakeholders such as officials of Social Welfare Department, officials of FCOSS, officials of five CSOs in Fiji, programme officers of CSOs and the recipients of social welfare. Second, primary unpublished documents of FCOSS, CSOs and government were reviewed. Third, secondary data collection techniques were used to gather data from various websites, journal articles and books.

MAJOR DONORS AGENCIES GIVING AID FUNDS TO FIJI

Australian aid (AusAid)

Australian Aid (AusAid) is an Australian aid program, which supports programs that creates employment and generates economic improvement (Australia Government, 2009). This aid program also supports the delivery of essential social services, rural development, promote better access to financial services and improve livelihoods (Australia Government, 2009). AusAid is partnering with Ministry of Health and Education and civil society organisations to provide essential services to the vulnerable groups, more specifically to women and children (Australia Government, 2009).

New Zealand Aid (NZAID)

NZAID is part of the New Zealand Ministry of Foreign Affairs and Trade. This ministry manages New Zealand's Official Development Assistance (ODA) programme (New Zealand's International Aid and Development Agency, 2010). NZAID has its own management that deals primarily with the core activities of NZAID. The primary aim of NZAID is to support sustainable development of the developing countries for the optimistic drive towards achieving MDGs (New Zealand's International Aid and Development Agency, 2010).

European Union (EU)

European Union is composed of twenty five member states in Europe. It is the world's biggest aid donor (European Union, 2010). In particular, the Commission's European Aid co-operation office manages the EUs external aid programmes and ensures that the development assistance is delivered worldwide and especially to the developing countries (European Union, 2010). EU works in close collaboration with various stakeholders to make the aid more effective for civil societies, international organisations and governments of EU member states (European Union, 2010).

OVERSEAS EVIDENCE: INTERNATIONAL DONOR AGENCIES PREFERENCE OF GIVING AID DIRECTLY TO CSOS FOR REASONS OF GOOD GOVERNANCE

Over the last few decades, a key question that has arisen is who is better in using donor funds in service delivery: the state or the CSOs? There has been some debate in this area. In a survey conducted by Civil Society International (CSI) in 2003, it found out that 69% of the respondents mentioned that CSOs are better service delivery agent's vis-à-vis the state (as cited in Fiji Council of Social Services, 2010a). This positive image of CSOs is also reflected in the CSI public-trust ratings whereby religious organisations (89%) and CSOs (87%) have the highest trust ratings, while most state institutions, such as the government departments, justice system, military and police score 50% or lower trust ratings (as cited in Fiji Council of Social Services, 2010a). This empirical evidence highlights that due to the issue of good governance, donor agencies prefer to give aid directly to CSOs rather than to the state.

STRATEGIC LINK BETWEEN SERVICE DELIVERY AND MILLENNIUM DEVELOPMENT GOALS (MDGs)

It is imperative that service delivery in any country must be strategically in tandem with the MDGs. This is necessary to achieve efficient and effective desired goals of assisting needy and grass root people and the same should happen in Fiji, which is in the process of achieving some of the MDGs. MDGs are very important for developing small island countries and there are eight MDGs that are to be achieved by developing countries by 2015 (United National Development Programme, 2010). The first goal is to eradicate extreme hunger and poverty. The second goal is to achieve universal primary education. The third goal is to promote gender equality and empower women. The fourth goal is to reduce child mortality. The fifth goal is to improve maternal health. The sixth goal is to combat HIV/AIDS, malaria and other diseases. The seventh goal is to ensure environmental sustainability and the eighth goal is to develop a global partnership for development (United National Development Programme, 2010). These goals are drawn from the actions and target plans contained in the Millennium Declaration, which was adopted by 189 nations during the United Nations Millennium Summit in September 2000 (United National Development Programme, 2010).

SERVICE DELIVERY MUST ADHERE TO THE PRINCIPLES OF PARIS DECLARATION

In order to achieve good governance, service delivery in any country must adhere to the five principles of Paris Declaration. From its inception, the primary aim of the Paris Declaration was to ensure the effective use of international aid donor agencies being given to the state and CSOs (Organisation for Economic Cooperation and Development, 2010). There are five principles of Paris Declaration. First is 'ownership' where the developing countries set their own country goal and objectives for poverty reduction, institutions improvements and the tackling of corruption. Second principle is 'alignment' that requires the countries to align their country development goals to MDGs. Third principle is 'harmonisation' where donor countries coordinate, simplify procedures and share information to avoid duplication. Fourth principle is obtaining
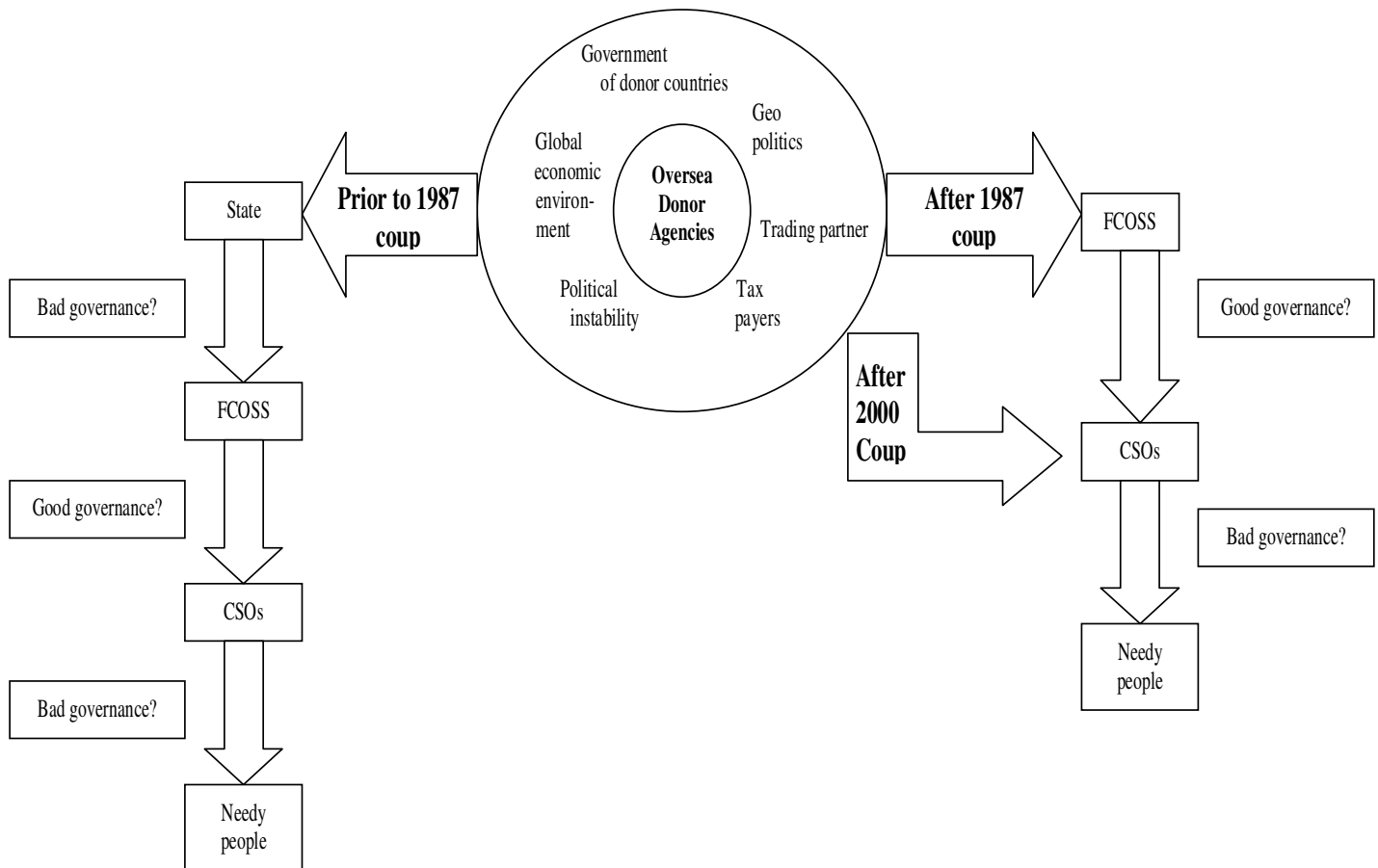
Figure 1. Comparative analysis of pre and post 1987 coup channel for distribution of donor agencies funds. Source: Created by authors, (2010) through conceptualisation of the research data.

'results' whereby developing countries and donors change focus on the need to measure results. The final principle is 'mutual accountability', which requires the donors and partners to be accountable for development results (Organisation for Economic Cooperation and Development, 2010).

OVERVIEW OF MAJOR TRENDS OF DONOR AGENCIES GIVING AID: ROLLING BACK OF THE STATE IN FIJI

In Fiji, prior to 1987 coup, aid money was mainly given to the state, which then distributed the funds to CSOs (Interview with Social Welfare Officer, March 2010, Suva, Fiji). This was problematic for some CSOs who were not in good terms or in line with the political thinking of the state. However, this initial trend was changed after the 1987 coup when a 'new approach' was adopted by the donor agencies to directly channel the funds to FCOSS and individual CSOs (Interview with Executive Director, Fiji Council of Social Services, March 2010, Suva, Fiji). This worked well until another coup in 2000 whereby, some donor agencies preferred to give funds directly to individual CSOs, rather than channelling it via FCOSS (Interview with Executive Director, Fiji Council of Social Services, March 2010, Suva, Fiji). According to FCOSS, there were some problems when aid money was going directly to individual CSOs.

For example, NZAid lost approximately $F4 million dollars with no successful projects or programmes for money given to CSOs

(Interview with Executive Director, Fiji Council of Social Services, April 2010, Suva, Fiji). With these changes, the state is no longer able to 'control' the whole process of service delivery and gain people's sympathy and political mileage, as was the case in the post coup period.

Figure 1 shows the trend of donor agencies giving aid to the state and CSOs in Fiji over the years.

Figure 1 shows that prior to 1987 coup, most aid money was going directly to the state. After 1987 coup, the aid money was directly given to CSOs and FCOSS.

ROLE OF THE STATE AND ITS PROGRAMMES IN SERVICE DELIVERY IN FIJI

The state in Fiji has the social responsibility to look after the welfare of its citizens. Importantly, the government needs to address issues relating to social justice, poverty alleviation, housing, health, education and human rights (National Council for Building a Better Fiji, 2003). Government of Fiji has the primary role of providing a truly egalitarian Fiji so that people will work in accordance to the development of all communities regardless of race or ethnic origin (National Council for Building a Better Fiji, 2003). In attempt to fulfil its responsibilities, the government has established Ministries, which assist in service delivery. The Ministries that assist in service delivery include Ministry of Heath, Ministry of Education, Department of Social Welfare and Poverty Alleviation, Ministry of

Women, Ministry of Finance and National Planning, Ministry for Provincial Development, Ministry for Home Affairs and National Disaster Management, Ministry of Youth and Sports Development, National Centre for Small and Micro Enterprise Development and Ministry of Labour, and Industrial Relations and Employment. Each of these ministries has their own goals and plans to achieve the overall strategic development plan of the government (Fiji Council of Social Services, 2010a). Some of the essential areas, which need to be prioritised by the government to improve the status of service delivery in Fiji include education, health and public utilities (water, energy and telecommunications), works and transport.

Education

Fiji needs a well-educated and talented society that takes initiative in creating advantage of various local and international opportunities available to the Pacific Island Countries (National Council for Building a Better Fiji, 2003). The core 'government arm', which is responsible for the overall welfare of the education system of Fiji is the Ministry of Education. The Ministry of Education plays a very essential role in providing a better education system in Fiji. Some of the core functions of Ministry of Education include:

1. Establishment, recognition and registration of schools.
2. Administration and management of government schools such as Queen Victoria School (QVS), Ratu Kadavu School (RKS), Fulton College, Advanced College and Lautoka Teachers College.
3. Paying full salary to teachers who are civil servants and paying 80% salary to non civil servant teachers.
4. Assistance to children through subsidies on fees based on financial background and merit.
5. Building grants for Early Childhood Education Centres (Pre Schools), Primary, Junior Secondary and Secondary schools.
6. Maintenance and upgrading of government schools and institutional quarters.
8. Provide subsidies on textbooks sold through government bookshops.
9. Processing payment of premium on school land leases that are on native lease.
10. Standards monitoring in schools through sound and rigorous self-assessment, planning, reviewing and reporting.
11. Standard Monitoring in Schools (SMIS) for school managements, parents and the community.
12. Providing free bus fare to children, (Source: Ministry of Education, 2009).

During the 1970s and 1980s, government used to play a dominating role in service delivery in Fiji. However, in recent years, CSOs are becoming major contributors in education. In the contemporary context of Fiji, religious CSOs are gaining prominence in the management of schools. These religious CSOs include Catholics Church, Methodist Church, Sangam, Arya Pratinidi Sabha of Fiji and Fiji Muslim League.

Health

Government is the main provider of health services in Fiji. These health services are primarily funded through tax revenues, aided by donor agencies and small cost recovery programmes through user charges (National Council for Building a Better Fiji, 2003). Ministry of Health plays an important role in providing health services in Fiji. Government health services are provided through the divisional hospitals, sub-divisional hospital, area hospitals, health centres and nursing stations. Government also provides assistance to community via Village Health Worker Clinics managed and staffed

by trained village health workers (Ministry of Health, 2008). Some of the core functions of Ministry of Health include:

1. Providing health care services to all the citizens of Fiji through hierarchy of village health workers, nursing stations, health centres, sub-divisional hospitals, divisional and specialised hospitals.
2. Monitoring of compliance with statutes and regulation through:

i. Issue of permits, certificates and reports.
ii. Professional Boards function.
iii. Provision of health care services to visitors.
iv. Provision for accommodation and meals for staff.
v. Provision of training to health staff of the region.
vi. Provision of care for the elderly, (Ministry of Health, 2009).

CSOs are also major contributors in the health sector of Fiji. Some of these CSOs are Bailey Clinic, Christian Community Healthcare Fellowship, Fiji Cancer Society, Fiji Red Cross Society, Kidney Foundation Fiji, AIDS Task Force of Fiji, Marie Stopes International HIV/AIDS Prevention and Control, Pacific Eye Institute, Project Heaven, Reproductive Family Health Association of Fiji, Vision 2020 and Fiji Association of Social Welfare (Ministry of Health, 2009). Private hospitals such as Suva Private Hospital and other privately owned general practitioners surgeries also contribute to maintaining the health of the public in Fiji (Ministry of Health, 2008).

Public utilities (water, energy and telecom), works and transport

Over the recent years, majority of the public utilities, works and transport sector are undergoing major reforms. The primary reason for these reforms is to improve the quality of public utilities, works and transport services provided by the government. Currently, Public Works Department is also undergoing a major reform process. The Fiji Water Authority (FWA) has taken over the responsibilities of Public Works Department (Fiji Times, 2007). More specifically, FWA operates and maintains systems for the supply of water and provision of sewerage services (Fiji Times, 2007). It also assists in the formulation and implementation of national policies on use and control of water bodies and resources (Fiji Times, 2007). Government carries out all its functions relating to public utilities (water, energy and telecommunications), works and transport through its major 'government arm' known as the Ministry of Public Utilities (water, energy and telecommunications), Works and Transport. The Ministry of Public Utilities (water, energy and telecommunications), Works and Transport looks after the administration and regulatory activities of water, energy and transport (Fiji Government, 2010a). Some of the core functions of the Ministry of Public Utilities (water, energy and telecommunications), Works and Transport include:

1. Provision of advice, technical services, planning, design and construction of works projects for other government departments and agencies.
2. Management of works and maintenance programmes associated with public buildings, roads, bridges, airfields, jetties, water supplies, sewerage and rural electricity.
3. Maintenance and operation of facilities owned by the government.
4. Management of policy, administration and regulatory activities of all modes of transport.
5. Providing an integrated transport system that is safe, efficient, affordable, accessible to all and environmentally sustainable, (Source: Fiji Government, 2010a).

In addition, other aforementioned ministries are also part of the essential role played by Ministry of Education, Ministry of Health and Ministry of Public Utilities (water, energy and

telecommunications), Works and Transport in service delivery in Fiji. Local governments are responsible for issues concerning public health, town planning, subdivision of land, roads and traffic, markets, purity of foods and licensing of businesses, including shops, restaurants and hotels (Fiji Government, 2010b).

ROLE OF FCOSS AND ITS PROGRAMMES IN SERVICE DELIVERY IN FIJI

Background

FCOSS is an umbrella body of civil society organisations in Fiji. It is based in Suva and has 300 members and 200 associated members (Fiji Council of Social Services, 2010a). FCOSS is a non-profit organisation and was established in 1957. Over the last 50 years, it has been working with individual CSOs and collaborating with government agencies in the areas of social welfare, health, education, community development and environment awareness (Fiji Council of Social Services, 2010a). There are three main goals of FCOSS, which include advancing social justice and economic development, fostering strong community welfare sector and capacity building for CSOs (Fiji Council of Social Services, 2010a).

FCOSS Services, activities and events

FCOSS operates networks at three levels, that is, national, regional and international. First, at national level, FCOSS acts as an advocate through collaboration and engagement with government and District Council of Social Services (DCOSS) agencies on social and community development issues in Fiji (Fiji Council of Social Services, 2010a). Second, FCOSS operates at regional level where FCOSS works with and through PIANGO to enhance the good governance and social justice within the various sectors of Fiji (Fiji Council of Social Services, 2010a). Third, FCOSS maintains international commitment by working with ICSW and CIVICUS for CSO and social development in Fiji. At the national level, some of the strengths of FCOSS are:

1. Community mobilisation, cooperation, collaboration and networking.
2. Aligning with national developmental strategies and MDGs.
3. Continuous maintenance and grass root support.
4. Decentralised District Council of Social Services (DCOSS).
5. Building and maintaining collective wisdom of the CSOs, (Source: Fiji Council of Social Services, 2010a).

To achieve the aforementioned strengths, FCOSS assist's CSOs to carry out special events such as National Conference on Social Development, National Conference on Promoting Rural Women Initiative, Development and Education, National Youth Assembly of Fiji, National Forum on Family, National Forum on Children, National Forum on Care for Elderly, CSOs forum on 'Pacific Plan' and MDGs, CSO forum on Education, Peoples Health Assembly and CSOs forum on Sustainable Development (Fiji Council of Social Services, 2010a). Figure 2 shows the operational framework of FCOSS.

FCOSS strategic direction

FCOSS vision is to have a society where citizens care for each other, help the less fortunate people and create sufficiency. FCOSS provides leadership excellence, advocates, collaborates and engages with development partners, embracing cultural diversity to support sustainable people centred development initiatives, capacity building, self-reliance and financial sufficiency. Some of

the core values of FCOSS include multi-culturism, diversity, caring, sharing, learning, conflict resolution, peace building, social harmony, good governance, gender equity, social justice, respect, security, trust, faith, hope and partner solidarity (Fiji Council of Social Services, 2010a). One of the primary functions of FCOSS is to act as an advocate for people centred development.
Other functions of FCOSS are:

1. Collaborate with CSOs.
2. Engage with government and donor agencies.
3. Enhances and promotes good governance.
4. Create an environment of security and trust.
5. Celebrate peace and harmonious relationship.
6. Promote cultural diversity.
7. Support/enhance/empowers for long learning.
8. Create conducive environment for staff well being and development.
9. Build communities to embrace cultural diversity.
10. Care for each other and particularly helping the less fortunate.
12. Shows concern and care for the physical environment.
13. Inculcate sense of pride and passion to make a difference.
14. To promote the total well being of individuals, families and communities.
15. Promote financial sufficiency for individuals and communities.
16. To reach out and effectively communicate the principle beliefs and values of FCOSS, (Source: Fiji Council of Social Services, 2010b).

FCOSS adopts principle of good governance

FCOSS believes in the principle of good governance and accountability of donor funds. Transparency is essential for FCOSS for maintaining a good governance structure (Fiji Council of Social Services, 2010a). FCOSS audit accounts in order to ensure that funds are wisely administered to achieve the plans and goals of FCOSS. FCOSS has Board of Directors and management team who maintains transparency between its overall operations by disclosing the financial statements to the donor agencies. In particular, FCOSS has effective programme management, free line of communication and clear demarcation of roles and responsibilities to maintain a good governance structure (Fiji Council of Social Services, 2010a). Some of the FCOSS programmes are thus explained.
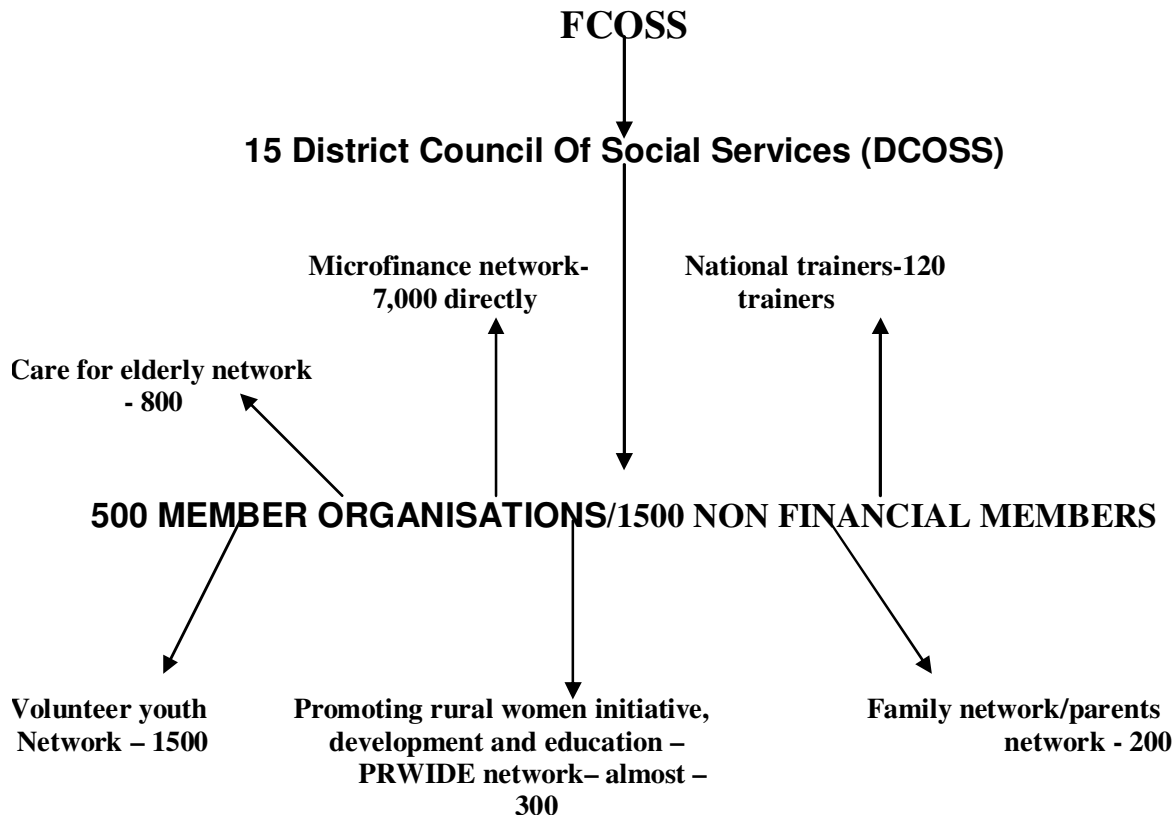
PROGRAMMES OF FCOSS

FAMPAC – Child care and family strengthening

'Family and Population Activity Centre' programme is mainly designed to strengthen family and childcare for the social development of Fiji. This programme focuses on childcare, child development, and awareness on the convention on rights of children, marriage counselling and family strengthening programmes such as parenting skills, children's rights and responsibilities (Fiji Council of Social Services, 2010a).

HelpAge

The main motive of 'HelpAge' programme is to focus on caring for elderly people, health promotion activities and community needs assessment for elderly persons and implementation plan for elderly people. This service delivery programme is not looked after by the state and FCOSS, by contributing to this project has filled this important gap in service delivery for the elderly (Fiji Council of Social Services, 2010a) in Fiji.

FCOSS

15 District Council Of Social Services (DCOSS)

**Microfinance network-
7,000 directly**

**National trainers-120
trainers**

**Care for elderly network
- 800**

500 MEMBER ORGANISATIONS/1500 NON FINANCIAL MEMBERS

**Volunteer youth
Network – 1500**

**Promoting rural women initiative,
development and education –
PRWIDE network– almost –
300**

**Family network/parents
network - 200**

Figure 2. Operational framework of FCOSS. Source: Fiji council of social services, (2010a).

Gender equality in education

Gender disparities in education needs to be urgently eliminated. Another area of concern being raised by CSOs is the plight of children from the poorer families and in particular, the girls. In the rural areas, girls are the first to suffer if the family has limited income. This problem is further exacerbated by the land crisis and other social turbulence since 2000 and 2006 coups (Fiji Council of Social Services, 2010a).

Rural women initiative, development and education (PRWIDE)

Rural Women Initiative, Development and Education (PRWIDE) programme is aimed to empower women. The aim is to promote women's development in social entrepreneurship, economic empowerment of women, budgeting skills, market research, marketing planning and impact assessment. This programme is aimed to develop women economically and intellectually (Fiji Council of Social Services, 2010a).

Voluntary youth network

The main aim of 'Volunteer Youth Network' programme is to promote youth development. This programme inculcates knowledge via activities such as youth training and development, career path and development, life skill management, securing employment (writing job letter, preparing CV, attending interviews and performing) and understanding peer pressure and individual differences (Fiji Council of Social Services, 2010a).

Sustainable Fiji

This programme focuses on sustainability, environmental awareness, natural resources utilisation, natural resources management, marketing and budgeting skills (Fiji Council of Social Services, 2010a). This programme basically targets youths for sustainable development and management of Fiji.

Health programmes

The Health programmes conducted by FCOSS include HIV/AIDS prevention, drugs and substance abuse prevention, youth and mental health awareness (Fiji Council of Social Services, 2010a). These health programmes are primarily designed to create overall awareness regarding various health issues affecting our lives everyday.

Prevention of drugs and substance abuse

This programme makes people aware of the negative effects of drugs and substance abuse. People are told that planting of marijuana as an alternative livelihood activity is not only absurd, but a recipe for total destruction of communities.

District social leaders are made aware that mental capacity of children are already being affected by drug abuse as it can be seen in the poor school performance and growing mental health problems within the communities (Fiji Council of Social Services, 2010a).

Micro finance

Micro Finance programmes are primarily aimed at assisting the grass root people in saving money and staring their own small business via loans from FCOSS. This involves savings scheme micro enterprise promotion, small income generating projects, investments and social entrepreneurship development (Fiji Council of Social Services, 2010a).

Social leadership training institute

FCOSS has established a semi-Polytec named 'Social Leadership Training Institute' and it focuses on providing short courses on leadership and caregivers. Social leadership training and development programmes also aim at providing training of trainers for example, community leaders, Turaga Ni Koros, Student Councils and School Committees. Other focus areas of social leadership training institute include leadership development, management development and professional development (Fiji Council of Social Services, 2010a).

REGIONAL AND INTERNATIONAL PARTNERS OF FCOSS

FCOSS coordinates and collaborates with its regional and international partners on social issues, community development issues, good governance, social justice and social advancement within various sectors of the Fiji (Fiji Council of Social Services, 2010a).

Regional partners

The main regional partner of FCOSS is Pacific Islands Association of NGOs (PIANGO). PIANGO is a regional network of NGOs known as National Liaision Units (NLUs) (Pacific Islands Association of Non-Governmental Organisations, 2010). PIANGO was established in 1991 to assist NGOs in the Pacific to initiate action, voice out their concerns and work collaboratively with other development actors for fair and justifiable human development (Pacific Islands Association of Non-Governmental Organisations, 2010). Some of the roles of PIANGO include assisting and maintaining coalitions and alliances on issues of general apprehension in the region and being a catalyst for change (Pacific Islands Association of Non-Governmental Organisations, 2010).

Pacific Islands Forum Secretariat (PIFS)

FCOSS also participates in Pacific Islands Forum Secretariat programmes. Pacific Islands Forum is a grouping of sixteen independent states, which includes Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu (Pacific Islands Forum Secretariat, 2010a). The primary goal of PIFS is to promote economic growth, political governance and security for the region (Pacific Islands Forum Secretariat, 2010b). Citizens of the Pacific directly receive the benefit of the PIFS activities (Pacific Islands Forum Secretariat, 2010b).

International partners of FCOSS

The two main international partners of FCOSS are CIVICUS and International Council of Social Welfare (ICWS) (Fiji Council of Social Services, 2010a).

CIVICUS international

CIVICUS International consists of influential network of organisations operating at local, national, regional and international levels. It seeks to represent the voices and opinions of the ordinary people (CIVICUS International, 2010). CIVICUS International has a vision of a global community of committed citizens for developing a more justifiable world (CIVICUS International, 2010). To achieve this vision, CIVICUS International has three main objective values. First is 'civic existence', which focuses on the rights of citizens to act collectively (CIVICUS International, 2010). Second is 'civic expression', which tends to enhance the efficacy and governance of CSOs (CIVICUS International, 2010). Third, is 'civic engagement', which focuses on promoting interaction between civil society and other institutions in order to amplify the voice of the citizens in the public (CIVICUS International, 2010).

International Council of Social Welfare (ICSW)

The ICSW was found in 1928 in Paris, which is now a focal representative of national and local organisations in more than fifty countries throughout the world (International Council on Social Welfare, 2010). ICWS is a non-government organisation and it works with the grass root people in direct social delivery of services (International Council on Social Welfare, 2010). The network organisations of ICWS provide social delivery of services to people who are poor, ill, disabled, frail, oppressed, senior citizens, migrants, refugees and indigenous people (International Council on Social Welfare, 2010).

RECOMMENDATIONS FOR BETTER SERVICE DELIVERY

This paper recommends the following:

1. Alignment of service delivery to country's and government's overall development strategic plan: The service delivery provided by the state and CSOs must ultimately be aligned and linked with countries and government's overall development strategies. This is necessary to ensure that government's strategic plan meets the needs of the underdeveloped areas in which it has given more aid funds. However, misappropriation of the aid funds will foster underdeveloped of the needy areas of the economy.
2. Long-term rather than short–term strategy: Both the state and CSOs must adopt a long term rather than short term (ad hoc) strategy for designing and implementing service delivery programmes. Of course, there will be need for some immediate/urgent service delivery during times of natural disasters (cyclones, flooding and tsunami), but the overall philosophy must be based on a long-term sustainable strategy.
3. CSOs must practice good governance, democracy, transparency, accountability of funds given by donor agencies: In order to efficiently carry out service delivery and also to continuously receive funds, CSOs must practice the principles of good governance, accountability, transparency and democracy as required by Paris Declaration. Donor agencies have to be accountable to

tax payers in their own countries and must demonstrate that their funds are used wisely to help the poor people and not subject to corruption and mismanagement.

4. Need for cooperation and 'civil partnership' between the state and the CSOs: There should be a 'civil partner-ship' between the state and the CSOs for better and wider holistic approach to service delivery in Fiji. Neither the state nor the CSOs alone can provide service delivery to its citizens. Each party must work in tandem and supplement the work of each other.

5. Better network and coalitions between (inter) Civil Society Organisations (CSOs): Rather than working alone in isolation, CSOs must work in coordination and in cooperation with each other, so that they do not 'reinvent the wheel' and duplicate services. Better network con-nection between the CSOs will foster in achieving optimal utilisation of aid funds in meeting the overall needs of Fiji.

6. Concentration on core duties of each party: There must be clear demarcation between the responsibilities of the state and CSOs. The state should mainly concentrate in providing services in its traditional core sectors such as infrastructure, health and education. In these sectors, the CSOs can supplement the gaps left by the state.

7. Capacity building for CSOs should be a continuous effort and not ad hoc short term goal: In order for CSO staff to carry out work efficiently and effectively, they must be involved in continuous capacity building. Its staff must be fully trained, well versed with social work and experienced in collecting data and conducting research so that they can design better and effective policies for efficient delivery of social services.

One of the challenges for CSOs working in Pacific Island Countries (PICs) is associated with issue of providing services to the needy people and development of capacity. A related concern is that many International CSOs do not have a framework within which civil society capacity building is managed, thus their default position is short term relief without strategizing various ways to achieve longer term civil society strengthening.

8. Corporate Social Responsibility (CSR) of private sector organisations: The state and CSOs should encourage private sector organisations to exercise a greater Corporate Social Responsibility (CSR) in assisting local communities and grass root people. Private sector organisations need to make certain that they do not exploit grass root people for the benefit of their company.

9. Citizen social responsibility: Rather than relying on the state and CSOs, individual citizens should play a more active role in assisting the needy fellow citizens. It is essential that a culture of 'helping each other' is promoted throughout the country so that during times of urgency the citizens are ready to help the needy.

10. Civil Society Organisations (CSOs) in Fiji should follow the principles of Paris declaration for good gover-nance practices: The primary idea underpinning the five Principles of Paris Declaration is that CSOs acting as 'primary triangulated intermediary' between the donor agencies, state and citizens of Fiji have to effectively align their objectives and strategies with that of donor agencies and state, for better service delivery to citizens of Fiji.

Conclusion

This paper has examined the role of the state and FCOSS in service delivery in Fiji. To sum up, the paper has argued the following points. Firstly, it has examined that public trust CSOs more than the state when using donor agencies to deliver social services to the people. Secondly, the paper highlighted that donor agencies prefer to give aid directly to CSOs rather than to the state. Thirdly, it emphasised that service delivery must be strategically linked to Millennium Development Goals (MDGs). Fourth, the paper stressed that in order to foster good governance, the practices of service delivery must follow the five principles of Paris Declaration. Fifth, the paper highlighted that there has been a shift from donor agencies giving funds directly to the Fijian state to donor agencies that gives funds directly to the CSOs. Sixth, it examined the role of the state and its various pro-grammes with regards to service delivery. Seventh, the various roles and programmes of FCOSS in service delivery in Fiji were discussed. Eighth, the paper dis-cussed the role of regional and international partners of FCOSS. The some recommendations for better utilisation of funds given by donor agencies to the state and CSOs in Fiji have been provided.

The ultimate role of any service delivery should be to empower and provide sustainable socio-economic envi-ronment. This must be based on the principles of shared vision in partnerships, gender equality, transparency, empowerment, diversity, autonomy, fairness, social justice and solidarity.

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