

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Main report and annexes

Mission Dates: 21/10/2024 - 08/11/2024

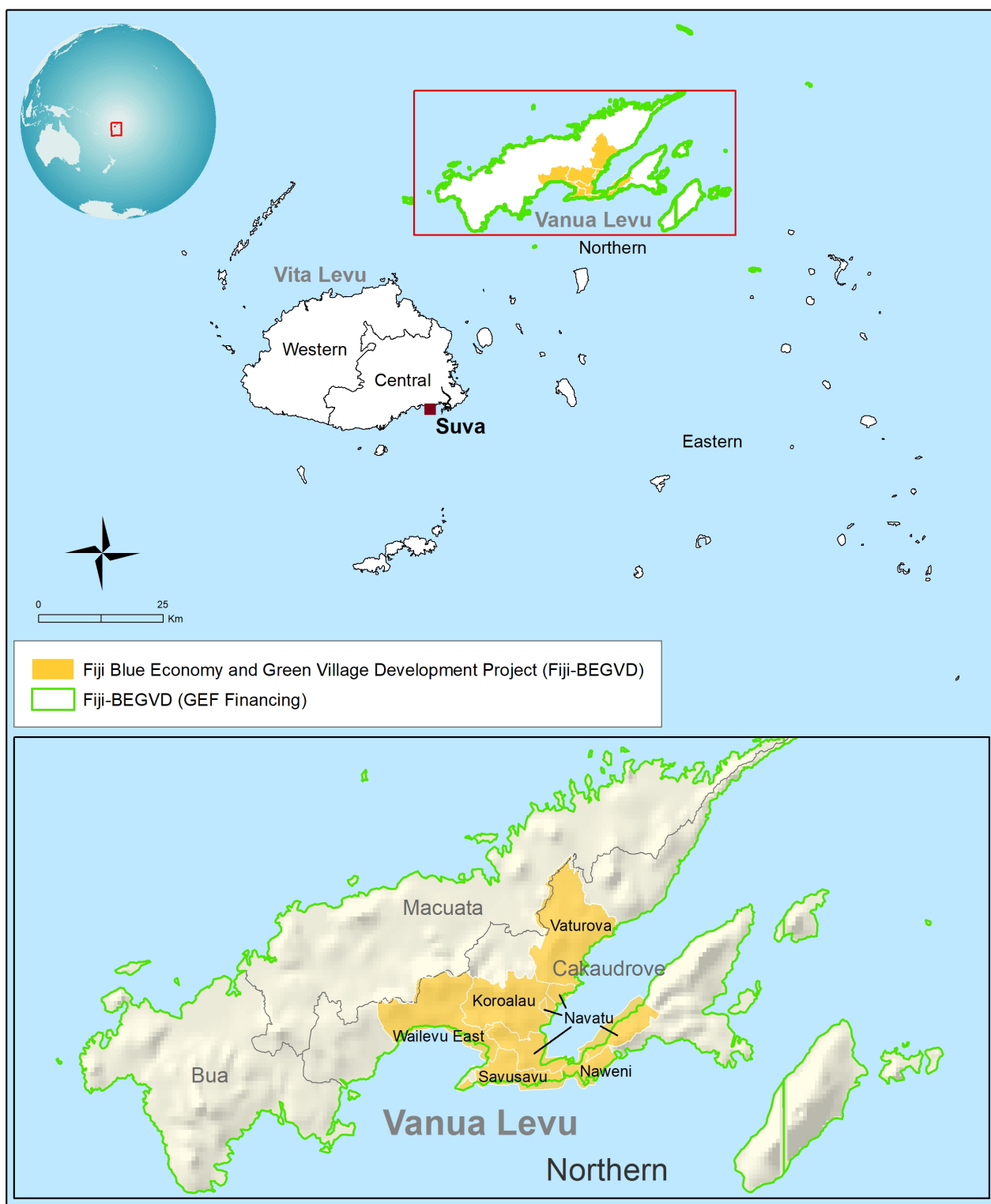
Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 13-02-2025

Abbreviations and Acronyms

APP	
AR	Annual Procurement Plan
AWPB	Audit Report
BDS	Annual Work Plan and Budget
BE-	Business Development Service
GREEN	Blue Economy and Green Community Development Project
CCA	Climate Change Adaptation
CPYC	Cakaudrove Provincial Youth Council
ESCMP	Environmental, Social and Climate Management Plan
EP&S	Economic Planning and Statistics Unit
FA	Financing Agreement
FAC	Fiji Agriculture Census
FAPP	Fiji Agricultural Partnerships Project
FI	Financial Institution
FJD	Fiji Dollars
FFT	Family Farm Team
FFR	Financing Facility for Remittances
FM	Financial Management
FMIS	Financial Management Information System
FPIC	Free, Prior, and Informed Consent
GEF	Global Environment Fund
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information System
GoF	Government of Fiji
GRM	Grievance Redress Mechanism
HIES	Household Income and Expenditure Survey
IA	Implementing Agency
IFAD	International Fund for Agriculture Development
IFR	Interim Financial Report
IUCN	International Union for Conservation of Nature
KM	Knowledge Management
LIP	Lead Implementation Partner
M&E	Monitoring and Evaluation
MAP	Multiphase Adaptive Programme
MIS	Management Information System
MoAW	Ministry of Agriculture and Waterways
MoECC	Ministry of Environment and Climate Change
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTR	Mid-Term Review
NGO	Non-Government Organization
NPSC	National Project Steering Committee
OPEN	Online Procurement End to End
PCDF	Partners in Community Development Fiji
PD	Project Director
PDR	Project Design Report
PDR-CER	Project Design Report – Chief Executive Officer Endorsement Request
PFI	Partner Financial Institution
PGS	Participatory Guarantee System
PIFON	Pacific Island Farmers Organisation Network
PIM	Programme Implementation Manual
PMU	Project Management Unit
PO	Producers' Organisation
PP	Procurement Plan
PPA	Project Procurement Arrangements
	Procurement Risk Matrix

PRM	Provincial Steering Committee
PSC	Reserve Bank of Fiji
RBF	Reef to Ridge
R2R	Supreme Audit Institution
SAI	Sustainable Development Goal
SDG	Social, Environmental, and Climate Assessment Procedure
SECAP	South-South and Triangular Cooperation
SSTC	Terms of Reference
ToR	Technical Manager
TM	Withdrawal Application
WA	

In line with IFAD mainstreaming commitments, the project has been validated as:

☐ Be gender transformative ☒ Be youth sensitive ☐ Be nutrition sensitive ☐ Prioritize persons with disabilities ☒ Prioritize indigenous peoples ☒ Include climate finance ☒ Build adaptive capacity

Executive Summary

Programme Overview. The Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) supporting the sustainable growth and resilience of Fiji's rural economy through ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and climate resilience through sustainable blue and green initiatives, enhanced market access, and biodiversity protection. The programme is implemented by the Ministry of Agriculture and Waterways (MoAW), in partnership with the Ministry of Environment and Climate Change (MoECC)

Phase one of the programme is co-financed by IFAD and GEF, with a total project cost of USD 24.26 million. The IFAD funding targets Vanua Levu, Fiji's second-largest island, focusing on six districts in Cakaudrove Province, engaging 3,050 households, with a priority on women, youth, and Indigenous People. The GEF funding addresses land degradation and biodiversity loss across Vanua Levu. Vanua Levu has historically received limited public investment, resulting in disparities in infrastructure and market access. BE-GREEN aims to transition subsistence production systems into sustainable agriculture, marine-based production, and eco-tourism investments

Context and Rationale. Fiji, a Small Island Developing State, has a population of 900,869 people, with 44% living in rural areas. The economy is highly vulnerable to climate change impacts, with tropical cyclones causing annual losses equivalent to 5% of GDP. Agriculture and tourism are the leading drivers of Fiji's economy and key pillars of green growth frameworks. Agriculture supports the livelihoods of 27% of Fiji's population and is the main source of work for over 83% of the rural population, with many relying on subsistence farming. The tourism industry which contributes about 40% (both directly and indirectly) to Fiji's GDP has emerged as one of the key sectors and a significant contributor to economic growth. It offers significant economic opportunities, particularly for women.

By tapping into the intersection of urban, tourism and export markets, such investments can drive rural income growth, enhance ecosystem restoration, and strengthen resilience to external shocks and IFAD's expertise in inclusive, integrated approaches, including through the earlier Fiji Agricultural Partnerships Project, uniquely positions it to support Fiji's rural transformation agenda. BE-GREEN contributes to several Sustainable Development Goals (SDGs) and supports key government policies, including Fiji's National Development Plan and the National Climate Change Policy. The project aligns with IFAD's Country Strategy Note and aims to increase productive capacities, improve market engagement, and strengthen environmental sustainability.

Project Design and Lessons Learned. The design of BE-GREEN draws on valuable lessons learned from the Fiji Agricultural Partnerships Project (FAPP) and regional programmes. The BE-GREEN design adopts a 12-year Multiphase Adaptive Programme (MAP), offering a framework for the development, learning, and scaling of innovative models. Community-level implementation is entrusted to Lead Implementation Partners (LIPs) with extensive Fiji experience and cultural understanding, engaged through multi-year contract frameworks.

Target Area and Group. The project targets Vanua Levu, comprising three provinces: Bua, Macuata, and Cakaudrove, with a total population of 131,914 (Fiji 2017 Census), of which population engaged in agriculture (crop, livestock, fisheries and/or forestry) as main economic activity identified is 85 729 (Ag Census 2020). The GEF investment will support activities across all three provinces, targeting approximately 3,500 households, while the IFAD investment will focus on six districts in Cakaudrove Province. The IFAD investment will target 3,050 subsistence or semi-commercial farming, fishing, or handicraft-producing households, with a priority on women, youth, and Indigenous Peoples. With both investments, BE-GREEN will benefit approximately ^[1] 39,300 people.

Goal and Objectives. The overall goal of the programme is *Support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives*. The development objective is *Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection*.

BE-GREEN aims to demonstrate an effective approach to enhancing rural livelihoods by leveraging economic initiatives as incentives to restore degraded ecosystems, adapt to climate change and protect biodiversity. Phase one will develop the approach in six districts, also delivering an Integrated Island Management Plan for Vanua Levu. Building on successes and lessons learnt, phase two will scale up the approach to the remaining districts of Vanua Levu, in alignment with the Plan.

Programme Components. BE-GREEN comprises four main components. The first component targets the entire island of Vanua Levu and the other three focuses on six target districts in Cakaudrove Province.

1. **Component 1: Holistic Island Management:** Aligning actors and resources to develop an Integrated Island Management Plan for sustainable land use, biodiversity conservation, and climate adaptation.
2. **Component 2: Sustainable and Market-Oriented Production:** Enabling communities to achieve ecosystem restoration and sustainable production systems targeting available markets.
3. **Component 3: Inclusive Access to Markets and Finance:** Enhancing the competitiveness and sustainability of rural enterprises through improved market access and business development services.
4. **Component 4: Enabling Policy and Institutional Environment:** Promoting and scaling up BE-GREEN's model, aligning economic growth with ecosystem preservation, and including youth and women in sustainable economic initiatives.
5. **Component 0: Rapid Disaster Response:** Component 0 is a zero-budget component designed to enable the reallocation of uncommitted IFAD project funds to address urgent recovery needs arising from natural disasters affecting rural areas

Project Costs and Financing. The total project cost is estimated at USD 24.26 million. Component 2 represents the main investment component, accounting for 47.3% of project costs. The estimated project financing includes an IFAD highly concessional loan, a GEF grant, and contributions from the Government of Fiji, enterprises, and beneficiaries.

Sustainability, Scaling Up, and Exit Strategy. The Economic Internal Rate of Return (EIRR) is estimated at 15.75%, with an Incremental Net Present Value (NPV) projected at USD 22.63 million. The project aims to benefit 3,000 households, with at least 70% of farmers adopting promoted technologies and practices. The project will establish a National Project Steering Committee (NPSC) and a Provincial Steering Committee (PSC) to guide implementation and coordination.

Organisational Set-up and Governance. A PMU will be established in Savusavu and hosted by MoAW Crop Extension Division. It will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance, the integration and utilization of IFAD and GEF funds, and stakeholder engagement and coordination. The PMU will have responsibility for managing the project, ensuring synergies between GEF and IFAD financing, coordination with GoF and other donor-funded activities (e.g., the World Bank Tourism Development Program in Vanua Levu), and regular consultations with PSC and NPSC.

MoAW is the implementing agency, responsible for overall accountability, oversight, and coordination. MoECC will implement GEF funds in partnership with MoAW. Biannual review missions and a Mid-Term Review (MTR) will assess project achievements and provide recommendations for improved performance.

Implementation Partners. In addition to MoAW and MoECC, the other programme key partners include Ministry of iTaukei, Ministry of Youth and Sports, Ministry of Fisheries, private sector entities, financial institutions, and youth organizations. Two NGOs will be engaged as Lead Implementing Partners, one of which could potentially be Partners in Community Development Fiji (PCDF).

Planning, Monitoring, and Evaluation. The M&E system will measure project results against targets, provide data and analyses to assess achievements, and support policy dialogue and knowledge sharing. The system will be developed in line with IFAD, GoF, and GEF requirements.

Financial Management and Procurement. MoAW will be responsible for Financial Management (FM) through a dedicated PMU. The project will adhere to the IFAD Procurement Handbook and Standard Procurement Documents. Procurement activities will be managed through three project procuring entities.

Risks and Risk Management. Environmental and social risks are deemed moderate, with positive social and environmental benefits anticipated. Climate risks are also moderate, with project intervention areas likely to experience cyclones, floods, and other natural hazards. Mitigation measures include strengthening community planning, promoting climate smart agriculture, recruiting qualified FM staff and providing capacity-building training.

Chapter 1: Context

1.1 Project in brief

1. The Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) supporting the sustainable growth and resilience of Fiji's rural economy through ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and climate resilience through sustainable blue and green initiatives, enhanced market access and biodiversity protection. It is implemented by the Ministry of Agriculture and Waterways (MoAW), in partnership with the Ministry of Environment and Climate Change (MoECC).
2. Phase one is co-financed by IFAD and GEF, for a total project cost of USD 24.26 million. The IFAD funding targets Vanua Levu, Fiji's second-largest island, with a focus on the six districts of Cakaudrove Province, engaging 3,050 households, with a priority on women, youth and Indigenous People. The GEF funding addresses land degradation and biodiversity loss across Vanua Levu, engaging approximately 3,500 households in participatory biodiversity conservation and land restoration, agri-value chains, training, etc.

1.2 National or Regional Context

3. **A young, multicultural nation:** Fiji is a Small Island Developing State, with a population of 900,869^[2], mostly on the main islands of Viti Levu (81%) and Vanua Levu (15%)^[3], with 44% living in the rural areas^[4]. The population is notably young, with 60% under the age of 35 years. Substantial out-migration reflects limited opportunities for youth. Fiji has a rich multi-cultural heritage, with indigenous Fijians (iTaukei) making up 62% of the population^[5].
4. **Vulnerable economic growth:** An upper middle-income country, Fiji has achieved strong economic growth after the COVID-19 contraction, with GDP growth of 3.4% projected in 2025^[6]. Tourism is a cornerstone of the economy, contributing 40% of GDP^[7]. Vanua Levu has potential to become a premier tourism destination, by linking agriculture and fisheries to the tourism sector and enhancing local revenue retention. Yet Fiji's economy is highly vulnerable to impacts of climate change and natural disasters; tropical cyclones alone cause annual losses equivalent to 5% of GDP^[8]. Remittances also play a key role, contributing 9.2% of GDP^[9]. Poverty is primarily rural, prevalently affecting the iTaukei and 29% of the population of Vanua Levu^[10].

5. **Traditional production systems and opportunities:** While the primary sector accounts for only 11.7% of GDP^[11], it engages over 80% of the rural population. Around 60% of farming households rely on subsistence farming, supplemented by marine product collection. Farming systems are strained by climate change and unsustainable practices, such as deforestation, soil degradation, and declining fertility. Marine biodiversity is also under threat from over-harvesting, mangrove degradation and coral reef decline. Smallholder farmers struggle to participate in tourism supply chains or export markets for products like roots and spices due to low productivity, limited technology, lack of market information, low access to extension services, finance, and transport, and insufficient post-harvest infrastructure.
6. **National policies and institutions:** The overarching policy framework is the National Development Strategy 2016-2035, which aims to build economic resilience, uplift socio-economic well-being and strengthen governance. The Agriculture Sector Policy 2025-2035 seeks to improve food and nutrition security and increase farmer household income through sustainable resource management and the promotion of commercial agriculture. The National Climate Change Policy 2018-2030 emphasizes proactive planning to anticipate, reduce, and manage environmental and climate risks, while the National Biodiversity Strategy 2020-2025 focuses on conserving and sustainably using terrestrial, freshwater and marine biodiversity. The updated Nationally Determined Contribution (NDC) submitted in 2020 has set a target to achieve a net zero greenhouse gas emission by 2050 and operationalize its National Adaptation Plan. Key government institutions supporting these policies in rural areas include MoAW, MoECC, Ministry of iTaukei, Ministry of Youth and Ministry of Fisheries. They are faced with similar challenges, including limited resources and staff, enforcement difficulties, and insufficient cross-sectoral coordination.

1.3 Strategic Alignment

7. BE-GREEN will contribute to SDGs 1 (No Poverty), 2 (Zero Hunger), 5 (Gender Equality), 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production), 13 (Climate Action), 14 (Life Below Water), and 15 (Life on Land).
8. The project supports key government policies, including Fiji's National Development Plan, the National Biodiversity Strategy, the National Climate Change Policy, Nationally Determined Contribution (NDC) and NDC implementation Roadmap (2017-30), the 10-Year Fiji Agriculture Sector Policy 2025-2035, the National Ocean Policy 2022-2030, the Policy for Gender in Agriculture and Policy for Youth in Agriculture (both 2022-2027), Fiji's National Financial Inclusion Strategy (NFIS) 2022-2030 and the National Sustainable Tourism Framework 2024-2033. It will support the 2023-2027 United Nations Pacific Sustainable Development Cooperation Framework's (UNSDCF) Outcome 1: Planet, Output 2: People and Output 3: Prosperity. These policies aim to promote community resilience, sustainable agriculture, improved food security, climate adaptation and mitigation, sustainable financing, women and youth inclusion in agriculture, and sustainable and inclusive tourism. BE-GREEN also supports Fiji's Pathway to a Safe, Resilient, Innovative Food System, which supports diversified, sustainable, and resilient food production.
9. BE-GREEN is aligned with IFAD's Country Strategy Note (2025-2026) and will contribute to IFAD's Strategic Objectives (SOs) by increasing poor rural people's productive capacities in a sustainable and resilient manner (SO1), improving their engagement in markets and their access to services (SO2), and strengthening the environmental sustainability and climate resilience of female and male farmers' economic activities across all components (SO3).
10. Key implementation partners include MoAW as the lead agency and MoECC for GEF-funded activities, in partnership with the Ministry of iTaukei, Ministry of Youth and Sports, and Ministry of Fisheries. Private sector entities, financial institutions and youth organizations will play critical roles. Two NGOs, will be contracted as Lead Service Providers, one of which could potentially be Partners in Community Development Fiji (PCDF).

1.4 Portfolio and Lessons Learned

11. IFAD's engagement in Fiji has been limited to one investment project, the Fiji Agricultural Partnerships Project (FAPP), and participation in several regional grant programmes. Although FAPP was overall deemed unsuccessful, with a final disbursement rate of only 22% primarily due to limited project management capacity, its community-focused approach to agricultural support and the use of a Lead Implementation Partner (LIP) were recognized as valuable, with potential for replication and scaling up in other remote farming communities across Fiji.
12. The design of BE-GREEN draws on valuable lessons learned from FAPP and regional programmes, as well as IFAD's broader experience across other Pacific Island Countries and the Asia Pacific region. It also incorporates insights from development partners in Fiji, including GEF-financed and UNDP-implemented Reef to Ridge (R2R) Programme, and Nature Fiji. Key lessons integrated into BE-GREEN's design are as follows.
13. **Ownership:** For projects with unfamiliar implementation approaches, securing sustained leadership support is essential and requires early, consistent engagement of government agencies. MoAW and partner agencies have been actively involved throughout BE-GREEN's design process, and the PMU will play a key role in maintaining this engagement at both provincial and national levels, including through institutional strengthening and national steering committee.
14. **Community-based approach and traditional leadership engagement:** Community-driven planning and development processes are essential to strengthen market linkages of smallholder farmers in remote communities, achieve community empowerment and ownership, and secure sustainability. Moreover, as 90% of the land is owned and managed by traditional clans/landowning units (mataqali), holding ultimate authority over land use decisions, their active engagement as major partners in land management planning is critical to achieving long-term success. BE-GREEN design builds on FAPP's effective approach, integrating a stronger focus on ecosystem management alongside economic development activities and ensuring strong participation of both traditional authorities and varied community groups of interest.
15. **Integrated approaches and coordination:** The R2R initiative highlighted the effectiveness of integrated approaches that simultaneously address multiple environmental challenges, by promoting sustainable development from upland areas to coastal

reefs. However, such approaches require strong coordination among diverse implementing partners and stakeholder groups. For BE-GREEN, this underscores the importance of strong institutional mechanisms, including active engagement from government leadership, effective steering committees, and clear coordination structures.

16. **Women participation:** Under FAPP, women faced tradition-based obstacles in participating in learning opportunities and in gaining an equal voice in decision making. Culturally appropriate measures to ensure gender equity in benefiting from training and other activities are needed. BE-GREEN will combine community development with the Family Farm Team approach, a proven household methodology in Fiji, which will be adapted to project objectives to ensure economic benefit sharing within households.
17. **Long-term engagement and understanding of local context:** FAPP highlighted that while highland communities hold significant potential for market-oriented agriculture, achieving transformation requires long-term commitment, a deep understanding of the local context and sufficient time to improve natural resource management practices. Similarly, reforestation and agroforestry as well as promoting SMEs that deliver tangible benefits to farmers is a time-intensive process that can take years to deliver financial and ecological returns. As a result, the BE-GREEN design adopts a 10-year Multiphase Adaptive Programme (MAP), offering a framework for the development, learning, and scaling of innovative models. Community-level implementation is entrusted to Lead Implementation Partners (LIPs) with extensive Fiji experience and cultural understanding, engaged through multi-year contract frameworks.
18. **Facilitating project start-up:** Under FAPP, substantial delays in starting operations, caused by slow recruitments and LIP contracting and by a lack of familiarity with fiduciary procedures - particularly procurement - reduce the time available for implementing project activities. To ensure effective implementation, an inception phase is built into BE-GREEN's timeline, focusing on staff recruitment, establishment of financial management, procurement and monitoring systems, as well as assessments and training.

1.5 Rationale and IFAD's comparative advantage

19. The agriculture and tourism sectors have been the leading drivers of Fiji's economy and among the key pillars of green growth frameworks for the country. Agriculture is key to the prosperity of rural people and to the country as the sector supports the livelihoods of 27% of Fiji's population and is the main source of work for more than 83 percent of Fiji's rural population. At the same time, the tourism industry which contributes about 40% (both directly and indirectly) to Fiji's GDP has emerged as one of the key sectors and a significant contributor to economic growth.
20. Nonetheless, Vanua Levu has historically received limited public investment compared to the main populated island of Viti Levu, resulting in disparities in infrastructure, including tourism infrastructure, and access to markets. In rural areas, communities rely on subsistence farming and fishing, which are threatened by climate change, land degradation, biodiversity loss and overexploitation of marine resources. Low productivity and limited market access further jeopardize food security and economic stability. Vanua Levu's rich biodiversity and pristine natural environments offer opportunities to transition subsistence production systems into sustainable agriculture, marine-based production, and eco-tourism investments. Further, despite the wealth of terrestrial and marine assets that underpin its tourism appeal and are the foundation for its supply of formally developed tourism products, both agriculture and tourism sectors are underdeveloped, lacking investment (public and private) and linkages between the two sectors. Tourism in Vanua Levu, offers formal employment and entrepreneurship opportunities, particularly for women. In 2024, Fiji exceeded their pre-COVID visitor count, and IFC studies have indicated that relevant opportunities exist in horticulture import substitution for the hospitality and tourism industry, soft adventure tourism and protection of marine areas for water activities. The intersection of the agriculture sector and the rich natural environment (marine and land) in Vanua Levu particularly has high potential for economic opportunities in the agri-tourism, eco-tourism and marine sector. With additional parallel investments by the Government of Fiji and the World Bank in connectivity and natural resources, Vanua Levu is poised to participate in Fiji's tourism's growth and benefits.
21. By tapping into the intersection of growing urban, tourism and selected export markets, such investments can drive rural income growth, enhance ecosystem restoration, and strengthen resilience to external shocks; IFAD's expertise in inclusive, integrated approaches, including through the earlier Fiji Agricultural Partnerships Project, uniquely positions it to support Fiji's rural transformation agenda.
22. In this context, the Government of Fiji has sought IFAD's support to advance the transformation of rural production systems and promote ecosystem preservation, through integrated, community-based approaches that deliver multiple benefits, including improved livelihoods, increased resilience, and ecosystem services. BE-GREEN aligns with Fiji's Agriculture Sector Policy 2025-2035. It represents IFAD's first engagement with the Global Environment Facility (GEF) in the Pacific region.
23. Recognizing the complex and evolving challenges in Vanua Levu, BE-GREEN adopts a 10-year Multiphase Adaptive Programme (MAP) approach, which will unfold in two phases of 6 years each with 2 years overlapping between Phase-1 and Phase-2 implementation periods. This phased structure allows for developing, learning, and scaling successful interventions, while fostering long-term engagement with key stakeholders.

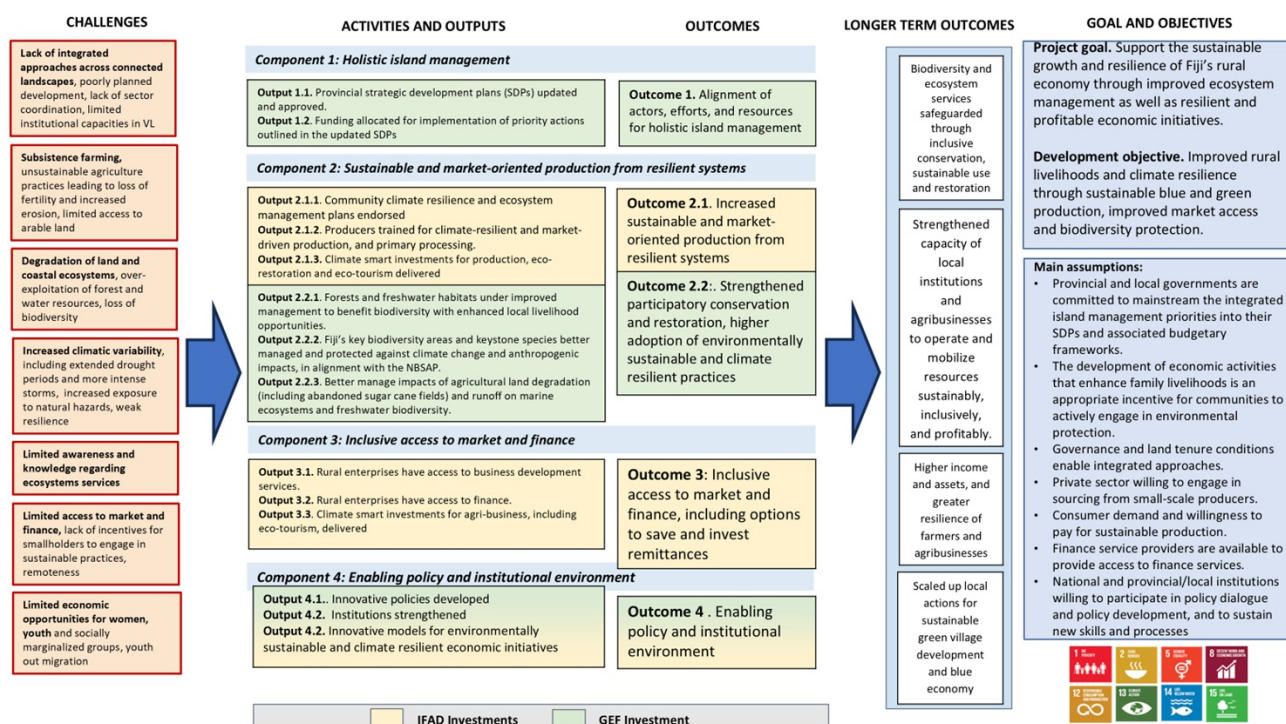
Chapter 2: Project/Programme Description

2.1 Theory of Change

24. Traditional farming systems in Fiji face growing challenges due to unsustainable land and resource management, leading to land

and coastal ecosystem degradation, loss of soil fertility and erosion. Climate change, including increased exposure to extreme weather events and continued sea level rise, further affect rural livelihoods. Limited knowledge of modern technologies and ecosystem services, poor connectivity and lack of access to profitable markets and to financial services hinder investment in resilient, market-driven production systems, and in post-harvest and value adding activities. Women, youth, and poorer groups face lesser economic opportunities, resulting in youth outmigration and women marginalization. Weak institutional capacities and fragmented approaches to landscape management further undermine sustainable and inclusive growth.

25. BE-GREEN MAP's theory of change is that empowered households, producers' organizations, and youth and women's groups can overcome these challenges and achieve improved livelihoods and climate resilience through climate smart, environmentally sustainable, and market-driven land- and marine-based production (Development Objective). In the first phase, an innovative approach will be developed in six target districts, combining inclusive economic initiatives with the restoration of degraded ecosystems, climate adaptation, and biodiversity protection, including marine protection. Concurrently, a new Integrated Island Management Plan for Vanua Levu will promote sustainable land use, climate resilience, and biodiversity conservation. In the second phase, this approach will be scaled up to the remaining districts of Vanua Levu, in alignment with the Integrated Island Management Plan and building on lessons learned.
26. Three main impact pathways will be promoted in the first phase.
27. The impact pathway for delivering the Integrated Island Management Plan (Outcome 1) relies on the following activities: (i) develop the draft for island management plan following a bottom-up approach and building upon the community planning methodologies deployed in the target districts; (ii) complement existing data sets and additional information, including surveys; and (iii) engage provincial and national public and private stakeholders, and institutionalize the Plan within provincial strategic development plans to ensure long-term implementation and funding.
28. The impact pathway for transitioning communities from ecosystem degradation and economic decline towards sustainable and market-oriented production (Outcome 2) focuses on the following activities: (i) develop ecosystem management plans at the community level, integrating resource mapping and value chain analysis; (ii) support women and men farmers, especially young ones, to engage into farming as a business by developing market-driven, environmentally sustainable and climate-resilient production by providing access to training, coaching and services to improve production, management of producer groups and market access; (iii) provide small catalytic grants to support sustainable production, ecological restoration, and value addition.
29. The impact pathway for improving the access of rural enterprises sourcing from farmers in the target districts to markets and financial services (Outcome 3) is based on the following activities: (i) provide tailored business development services; (ii) foster partnerships with financial institutions to deliver innovative products meeting the needs of rural enterprises, as well as leverage remittances for rural savings and investments; (iii) provide grants to trigger investment in climate-smart and value-added solutions, covering up to 50% of the total investment cost and matched by the grantee's own equity or a bank loan.
30. Furthermore a set of activities which include development of policy instruments, institutional capacity development and knowledge exchange through SSTC mechanism will aim at fostering an enabling policy, institutional and knowledge framework (Outcome 4). These interventions are expected to support project implementation, and facilitate both the development of the Integrated Island Management Plan and the scaling up of BE-GREEN's proposed model under phase 2.
31. Specific interventions for climate resilience and youth inclusion will be incorporated across impact pathways. Targeted measures for youth inclusion include participatory community planning, youth sensitive selection of target value chains and interventions, support to unregistered youth groups to graduate into commercial ventures, support to the Provincial Youth Council and a Youth Awards and Youth Ambassadors programme.
32. Key assumptions for a successful Theory of Change are that: (i) the development of economic activities that enhance family livelihoods is an appropriate incentive for communities to actively engage in environmental protection; (ii) traditional authorities endorse and support the implementation of community plans; (iii) the private sector is willing to engage in sourcing from small-scale producers; and (iv) finance service providers are available to provide access to finance services. Risks include limited institutional commitment and capacity to sustain new approaches and mainstream integrated island management priorities into development plans, weak market demand for sustainable products, and barriers to accessing land.
33. A visual representation of the theory of change is provided below.



2.2 Targeting Strategy

34. **Target areas:** Vanua Levu, Fiji's second-largest island, comprises three provinces: Bua, Macuata, and Cakaudrove. The GEF investment will support activities across all three provinces. In the first phase of this Multiphase Adaptive Programme, the IFAD investment will focus on six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu, and Vaturova. These districts were identified by the Government of Fiji (GoF) based on the following criteria: (i) high level of poverty and low level of socio-economic development; (ii) vulnerability to climate change; (iii) opportunities for both land- and marine-based development; and (iv) potential for accessing markets. Data from HIES 2020 show the majority of poor living in rural areas, with rural poor in Eastern and Northern divisions being the most multidimensionally deprived, lacking access to basic needs such as grid electricity and piped water. Most of Fiji's poor are in the age group 30 years and below. The iTaukei population group dominates both the poverty rates and distribution of the poor.
35. The IFAD investment will target all the 65 villages and 235 settlements in the target districts. Traditionally, each Fijian village comprises several family units which are part of one clan (mataqali). Geographically separated settlements usually belong to villages, therefore to the same mataqali. However, there are also 13 self-standing settlements, mostly inhabited by Indo-Fijians and other groups who do not belong to the mataqali. The 13 self-standing settlements will add to the 65 villages, to form the BE-GREEN target group consisting of 78 communities. The GEF investment will target all across Vanua Levu Island with further detailing during the GEF design mission. In addition to targeting BE-GREEN districts, the remittance pilot test will target selected high rural migration areas in the country.
36. **Target groups:** The project aims to benefit most of the population in the 6 districts targeted by the GoF because of the high level of poverty. Total number of households in the target area according to MoAW data is 3,883. Approximately 40% of them are subsistence farmers and 58% are semi-commercial (and 2% commercial). Both subsistence and semi-commercial farmers, as per the MoAW data, produce food which is predominantly consumed by the farming household, with either none or little of the production as surplus and available for sale. Within both groups, female farmers and youth farmers are similarly disadvantaged in access to finance, in size of land owned, and in level of professionalisation of agriculture. The project will target primarily subsistence and to a lesser extent semi-commercial farmers, prioritising women and youth in both groups, based on their characteristics and specific needs.
37. BE-GREEN will target 3,000 subsistence or semi-commercial farming, fishing or handicraft producing households in the target districts. Additionally, 50 households classified as low-income and getting transitional rental housing accommodation from the Public Rental Board in Savusavu district (including single mothers, persons with disabilities, landless or socially excluded) will be engaged through suitable activities such as floriculture or handicraft. Furthermore, 100 entrepreneurs or commercial farmers active in trading or processing from smallholders in the target districts will also benefit from project services, based on their potential to develop sourcing partnerships with producers or to engage as service providers. Moreover, GEF support will engage 3500 households across the Vanua Levu province. Altogether, BE-GREEN will benefit 6,550 households corresponding to 39,300 people.
38. Beneficiaries will include 50% of women and 30% of youth (15-35 years as defined by GoF). Around 75% of the beneficiaries will belong to Indigenous Peoples (iTaukei), in proportion to the provincial population.
39. Special social inclusion measures to ensure the participation of women and youth are as follows:

- *Engagement with groups*: recognizing that youth groups are predominantly male while young women integrate women's groups, the project will actively engage both youth and women's groups to ensure young women's inclusion;
- *Community planning*: women's and youth groups will be closely associated to community-level planning and empowerment processes addressing governance, sustainable land management, production and environmental issues to ensure inclusive decision-making;
- *Selection of community facilitators*: criteria for selecting community facilitators, who will support the preparation and implementation of community plans, will prioritize young men and women;
- *Household methodology*: the Family Farm Team (FFT) approach, a proven household methodology, will foster equitable economic benefit sharing within households, resolve conflicts from increased commercialization, and reduce Gender-Based Violence. One FFT module focuses on family food and nutritional security, including in times of stress (e.g., post-cyclone), and promotes diversified, nutrition-sensitive backyard gardens;
- *Capacity building*: women's and youth groups will receive tailored capacity building and coaching in financial, market, and business literacy. They will also be supported in organizing into cooperatives for accessing a menu of environmentally sustainable and climate-resilient profitable options suiting different contexts and target groups, ranging from sustainable agriculture- and marine-based activities, to floriculture, plant and marine-based handicraft, ecotourism and management of protected areas;
- *Access to finance*: to support women- and youth-owned MSMEs, the project will provide matching grants with reduced own-equity requirements, facilitating easier access to finance. Loan products will leverage available financial facilities (such as guarantees) which are preferentially oriented to women. Remittance pilots will focus on migrant households who receive remittances, including both domestic and international remittances, with a focus on women-headed households.

40. The project will be youth-sensitive, with additional measures specifically targeting young people:

- *Youth-sensitive value chain analysis* will identify issues and opportunities for youth and targeted interventions to enhance their participation.
- *Catalytic grants* will prioritize value chains where youth are well-represented, such as fisheries and forestry, and floriculture for young women;
- *Support to group development*: unregistered youth groups will be encouraged to formalize to access training and other types of support for employment, and to strengthen their capacities for collective action;
- *Support to Cakaudrove Provincial Youth Council (CPYC)*: along with relevant national youth organizations, the CPYC will receive institutional strengthening to engage in policy dialogue and better serve constituencies. It will lead communication efforts, including social media campaigns, to improve the perception of youth in agriculture and encourage their active engagement in the sector;
- *Remittance pilot(s)* will focus on youth considering migration, migrant returnees and migrants abroad originating from BE-GREEN target districts.

41. Indigenous Peoples (iTaukei) will be fully engaged in project implementation through their traditional governance structure. The mataqali structure will be the entry point for the consultation process around community plans, which will be endorsed by the village chief. This will ensure that project pathways for socio-economic empowerment will leverage indigenous knowledge and that consent exists on any development activity conducted on iTaukei land.

42. A full-time Gender Equality and Social Inclusion (GESI) Specialist will be assigned to the PMU and be responsible for mainstreaming gender, youth and iTaukei inclusion throughout project interventions.

2.3 Project/Programme Objectives

Programme goals and development objective

43. BE-GREEN is a Multiphase Adaptive Programme (MAP) aimed at fostering the sustainable growth of Fiji's rural economy through initiatives that associate environmental restoration and climate resilience with economic activities generating a revenue for rural families. The overall goal of the programme is *Support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives*. The development objective is *Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection*. BE-GREEN will be implemented over two six-year phases.
44. **MAP phases:** BE-GREEN aims to demonstrate an effective approach to enhancing rural livelihoods by leveraging economic initiatives as incentives to restore degraded ecosystems, adapt to climate change and protect biodiversity. Phase one will develop the approach in six districts, also delivering an Integrated Island Management Plan for Vanua Levu. Building on successes and lessons learnt, phase two will scale up the approach to the remaining districts of Vanua Levu, in alignment with the Plan.
45. The estimated total MAP financing is USD 10 million through 2 Phases for a period of 10-year programme, with two phases of 6-year implementation period each. The first condition to be met for processing the subsequent phase of the project is the availability of funds. The second phase is expected to be designed as an additional financing, subject to the confirmation of IFAD14 allocation to the country. The design can start at the second year of IFAD14 replenishment / funding cycle with the start-up expected for the following year in 2030, which is aligned with the fourth implementation year of the first phase. Therefore, there will be 2 years overlapping in the implementation where the last 2 years of Phase-1 will coincide with the first 2 years of Phase-2. IFAD will ensure the subsequent phase in full alignment with the programme's development objective.
46. Additionally, the second phase of MAP will be processed based on positive performance of the project implementation as assessed by and reported in the supervision mission or mid-term review. Conversely, if the first phase has a poor performance and unsatisfactory assessment, such as a chronic problem project, IFAD will reconsider the feasibility/advisability of proceeding to the next phase. The first phase will be evaluated to determine whether the conditions required for approval of the next phase

have been met and the project demonstrated progress towards readiness for the next phase. The design and implementation of the subsequent phase may experience some delays or will not materialise if no IFAD14 allocation available for the country, or poor performance of the previous phase.

Project outcomes

47. The first phase of the BE-GREEN programme is designed to achieve the following five outcomes:
 - Outcome 1: *Alignment of actors, efforts, and resources for holistic island management.*
 - Outcome 2.1 (for IFAD financing): *Increased sustainable and market-oriented production from resilient systems.*
 - Outcome 2.2 (for GEF financing): *Strengthened participatory conservation and restoration, higher adoption of environmentally sustainable and climate resilient practices.*
 - Outcome 3: *Inclusive access to markets and finance.*
 - Outcome 4: *Enabling policy and institutional environment.*
48. **Mainstreaming themes:** BE-GREEN is a youth-sensitive program that fosters youth participation and inclusion across all activities. Tailored measures include engaging youth groups in community planning, prioritizing young men and women as community facilitators, providing targeted capacity building and access to finance, including remittance products, supporting youth in climate-smart value chains, strengthening youth organizations, and launching initiatives like Youth Awards and Youth Ambassadors to encourage innovative and sustainable entrepreneurship.
49. BE-GREEN includes Indigenous Peoples as a priority target group as it is located in areas home to them and enhances their livelihoods building on their traditional knowledge, food systems, governance of land and natural resources.
50. BE-GREEN also mainstreams climate adaptation across activities, by supporting the development and implementation of community climate resilience and ecosystem management plans in all villages and settlements in the target districts under Component 2, and by scaling up this bottom-up approach to an Integrated Island Management Plan for the whole of Vanua Levu that addresses environment conservation and climate resilience under Component 1.

2.4 Component, Sub-component and Activities

51. In the first MAP phase, BE-GREEN comprises four main components. The first component targets the entire island of Vanua Levu and the other three focuses on six target districts in Cakaudrove Province.

2.4.1 Component 1 – Holistic Island Management

52. Component 1 aims to achieve holistic island management by aligning actors and resources and fostering collaboration across stakeholders.
53. Activities will focus on developing an Integrated Island Management Plan, targeting sustainable land use, biodiversity conservation, and climate adaptation. Plan development will build upon the community planning methodology deployed in the six target districts under Component 2. Providing attractive economic opportunities for youth while ensuring inclusion for women and socially marginalized groups will be paramount. The integrated island management plan will be institutionalized within provincial development plans to ensure long-term implementation. The detailed design of activities will be determined during the GEF investment design planned for June 2025 and described in the PDR-CEO Endorsement Request (PDR-CER).
54. Plan development will involve the collaboration of the Northern Division Commissioner, provincial governments, the Ministries of Environment, Agriculture, Forestry, Fisheries, Tourism, and iTaukei Affairs, as well as local governments, civil society, and private sector partners. Using integrated land-use planning (ILUP) and landscape management (ILM) approaches, the project will coordinate sustainable practices across Vanua Levu's diverse ecosystems, facilitating monitoring and adaptive management. The project will capture existing resource information and consolidated existing data sets, e.g., Northern Regional Master Land Use Plan, integrated village development plans (iVDPs), forest inventories, land suitability analysis, key biodiversity areas, degraded and idle agriculture land, degraded forest areas, areas affected by invasive alien species (IAS), river catchments, terrestrial and marine protected areas, drinking water sources, important tourism spots, ongoing and past intervention sites, etc. Additional information will be sourced during the project implementation phase, including through surveys. Data can then be used for monitoring and evaluating the performance of the project and facilitating adaptive management measures.
55. The project will be supported by targeted public-private partnerships and sustainable financing efforts, including conservation leases and nature-based solutions. Implementation arrangements will be detailed in the PDR-CER.

2.4.2 Component 2 – Sustainable and Market-Oriented Production from Resilient Systems

56. Component 2 aims to enable communities to shift from land degradation and economic decline to achieve ecosystem restoration and sustainable, climate-resilient land and marine-based production systems targeting available markets.
 - **Sub-component 2.1.1 - Community climate resilience and ecosystem management plans** will support communities in fostering climate resilience and sustainable land use through a "Ridge to Reef" approach, integrating resource mapping, participatory planning, and both traditional and science knowledge. It will also empower communities to understand and enforce their plans, providing them with skills, organization and an adapted household approach called Family Farm Team which will include financial literacy and household budgeting elements.
 - **Sub-component 2.1.2 - Climate-resilient and market responsive production, and primary processing** aims to transition producers from semi-subsistence to business-oriented production. In alignment with their plans, and building on participatory value chain analysis, communities will be provided a menu of viable and market relevant commodities or production systems

that leverage agro-ecological potential and market opportunities. They will gain access to technical trainings, peer-to-peer extension, and services to improve business literacy, market access and gradually build efficient producer groups.

- **Sub-component 2.1.3 - Climate smart investments for production, eco-restoration and eco-tourism** will provide small catalytic grants to communities, producers, youth and women's groups for initiatives in sustainable production, ecological restoration, and value addition. Grants will be allocated through calls for proposals, in alignment with community plan priorities. Grants will only support ecological and/or sustainable investments and through the provided business literacy, beneficiaries will be able to choose the investment which has sound financial and ecological benefits for the household.
57. Sub-components 2.1.1 and 2.1.2 will be possibly implemented by Partners in Community Development Fiji (PCDF) and a second NGO, preferably with a proven track record of successful prior partnerships with IFAD. Sub-component 2.1.3 will be implemented by a Grant Manager embedded in the Project Management Unit (PMU).
 58. Under Outcome 2.2, the GEF resources will provide incremental funding to generate global environment benefits through initiating implementation of some of the priority interventions outlined in the integrated island management plan developed under Island management and community plans. Interventions will build upon and accelerate ongoing initiatives, in collaboration with governmental and non-governmental partners.
 59. Sub Components 2.2.1, Forests and freshwater habitats under improved management to benefit biodiversity with enhanced local livelihood opportunities and 2.2.2 Fiji's key biodiversity areas and keystone species better managed and protected against climate change and anthropogenic impacts, in alignment with the NBSAP will may include interventions mainly, nature-based solutions aimed at improving management and restoring forests and freshwater and coastal ecosystems to benefit biodiversity and enhance livelihood opportunities, such as Restoring riparian ecosystems with agroforestry-based systems; Rehabilitating idle sugarcane lands with diversified farming systems (including indigenous varieties); Implementing community composting, initiatives to reduce pollution threats and produce organic fertilizer; Safeguarding buffer zones through the production of non-timber forest products (NTFPs); Revival of traditional varieties of wild food crops; Mangrove restoration and ecotourism experiences to raise awareness and support livelihoods; Reducing overfishing and poaching threats through alternative coastal fisheries and mariculture.
 60. Sub Component 2.2.3 Better manage impacts of agricultural land degradation (including abandoned sugar cane fields) and runoff on marine ecosystems and freshwater biodiversity will facilitate management of the impacts of agricultural land degradation, including abandoned sugar cane fields, and runoff on marine and freshwater biodiversity and ecosystems.
 61. The project will link these interventions with ongoing efforts and promote sustainable agribusiness development, participatory conservation, and ecosystem restoration. Sub components 2.2.1, 2.2.2, and 2.2.3 will be detailed in the PDR-CER and thereafter elaborated in PIM accordingly.
 62. Component 3 aims to enable rural enterprises that are based in or source from the target districts and already engaged in the market, to enhance their competitiveness and sustainability, through improved access to profitable markets, and to business development and financial services.
 - **Sub-component 3.1 –Business development services** will engage rural enterprises (MSMEs, POs, and individual producers) to enhance their operations, by forming partnerships and contracts with high-value markets, expanding farm and marine based supply chains, optimizing post-harvest practices and quality, capturing premium prices through value addition, and developing a pipeline for commercial finance in coordination with 3.2 and 3.3. The wide potential for involvement in the growing eco tourism markets will be capitalized on through the engagement of service providers, including local networks of successful small businesses in the growing eco tourism and agri tourism industries, already holding a track record in peer development. This peer based advisory will provide information, training and follow up in planting (in the case of agroforestry/cacao), links to markets, management, administration, financial strategy including investments and counsel on contracting, pricing, licensing, any regulatory issues, etc. This also parallels the peer to peer approach used by the component implementer which has been shown to be successful in the Pacific context.
 - **Sub-component 3.2 – Access to finance** will enhance financial literacy and foster partnerships with Partner Financial Institutions (PFI) to deliver innovative products tailored to the cash flow and investment needs of value chain actors and leveraging remittances for rural savings and investments. Further, an initial pilot implemented in partnership with the Reserve Bank of Fiji and private sector entities, will provide remittance recipients and senders with options that integrate other financial services—such as savings, loans, and insurance—with remittance. The aim of the pilot is to support migrants and migrant households to use remittances towards productive purposes and enhance their financial and climate resilience.
 - **Sub-component 3.3 – Climate smart investments for agri and marine based-business including eco-tourism** will catalyse investment by providing grants covering up to 50% of the total investment cost. Matching grants will require the grantee to contribute, at minimum, an equivalent amount from their own equity, while with performance-based grants, the grantee's equity will be fully or in part, provided through a loan from a PFI, with the grant acting as a partial guarantee to support loan collateral to not only underwrite the loan but also to incentivize repayment.
 63. An NGO will be contracted for Sub-component 3.1. A Rural Finance and Agribusiness Specialist within the PMU will oversee the implementation of Component 3 and be responsible for the implementation of Sub-components 3.2 and 3.3 in partnership with PFIs and/or service providers.
 64. GEF resources will facilitate upscaling of interventions implemented in the six target districts to other districts across Vanua Levu. This may include delivering capacity building, facilitating participation in value chains, engaging women, youth and socially marginalized groups in entrepreneurship programs, extending grant assistance to small producers, and linking up with the grant mechanism under Sub-component 2.3.

2.4.4 Component 4 – Enabling Policy and Institutional Environment

65. Component 4 aims to foster a policy and institutional framework for promoting and scaling up BE-GREEN's proposed model, aligning economic growth with ecosystem preservation and including youth and women in sustainable economic initiatives.
- **Sub-component 4.1 – Innovative policies** will foster an enabling policy environment by prioritizing the development of policy instruments to operationalize the Fiji Agriculture Sector Policy, with a focus on youth and social inclusion, improved access to land, livestock sector growth, and agri-tourism. This will also invest in a remittance network in conjunction with Fiji Reserve Bank and in close coordination with the remittance pilot.
 - **Sub-component 4.2 – Institutions strengthened** will build the capacities of MoAW to promote economic opportunities in association with ecosystem restoration and to improve sector performance. It will also strengthen the capacities of CPYC and the Reserve Bank of Fiji (with support of the FFR) to implement the NFIS and foster the digitalisation of remittances and related inclusive financial services with a focus on rural population.
 - **Sub-component 4.3 - Innovative models for environmentally sustainable and climate resilient economic initiatives** will promote innovation by building on a robust knowledge management system, and by facilitating knowledge exchange through an SSTC Initiative to foster innovative solutions and learning from similar contexts.
66. Component 4 will be implemented by the PMU, specifically by the Technical Manager for IFAD investment-related activities and, for youth-related activities, the GESI Officer.
67. The GEF investment will provide support on facilitating mainstreaming of integrated island management into national and sector-level strategies; Strengthening policy frameworks; Delivering sector-level capacity building (agriculture, forestry, fisheries, tourism); Skills training and capacitating training centres; Strengthening extension service offerings; Providing capacity building for agribusinesses to supply the tourism sector sustainably; Developing an ecotourism code of practice; and Exploring sustainable financing options, fostering partnerships, and enhancing capacities of local community organisations for fundraising.

2.4.5 Component 0 - Rapid Disaster Response

68. Component 0 is a zero-budget component designed to enable the reallocation of uncommitted IFAD project funds to address urgent recovery needs arising from natural disasters affecting rural areas, including weather-related or natural hazards, human and animal pandemics, and agriculture pest and disease incursions. Eligible investments will restore community assets and align with project activities, and may include: clearing and disposal of debris, repairs to small economic infrastructure, water supply, planting material, livestock, agricultural equipment and other essential assets and inputs lost or damaged. A Rapid Disaster Response Implementation Manual will define procedures for triggering. Preparation of this manual will be a condition for disbursement under this component.

2.5 Sustainability, Scaling Up and Exit Strategy

69. Sustainability is embedded into BE-GREEN through consideration of safeguards, capacity building, aligned incentives and assured measures for ongoing maintenance of investments, including infrastructure investments. The inclusion of the MAP also considers continuity and sustainability by recognizing a suitable duration for inclusive, resilient development of both land, marine and human assets.
70. Sustainability begins with the alignment of BE-GREEN with government policies and strategies and a comprehensive systems approach to working in the geographical area and its population. Its sustainability hinges on mainstreaming climate resilient communities and integrated island management planning, incentivizing resilient production and ecosystem restoration, improving market access, and strengthening institutions. By addressing the salient elements of development (local governance, economic opportunities, environment, land and marine use, sustainable production, literacy, and policy), BE-GREEN will help create resilient, sustainable growth in the communities.
71. Participatory planning at the community level, will be critical to ensuring that community as well as private land and marine based investments are sustained, indicating a commitment and capacity building of local leadership and producers and their organizations. By empowering local communities, particularly women, youth, and marginalized groups, to make informed business and environmental choices, and establishing sustainable linkages between agriculture and tourism, the project aims to create self-sustaining, resilient livelihoods.
72. The project invests in developing self-sustaining and community-based farmer organizations and clusters and agri-entrepreneurs involved in sustainable production, aggregating, processing and marketing. The development of a sustainable production system, rooted in market responsive, community driven participatory planning will facilitate mutually beneficial partnerships between the private sector, individuals and their organizations and communities.
73. Sustainability will be ensured through a market responsive approach and achieving scale through clustering of POs to become key players in active value chains. Alignment to growing and resilient market opportunities and investments in food production and eco tourism combined with an overall enhanced business environment will create better and expanded opportunities for employment and entrepreneurship, including with women and youth groups. Inclusion of MSMEs through project investments and activities, will also be an important element of sustainability. Capacity building, incentive alignment, establishment of sustainable partnerships both within and without the value chain, increased access to finance, and support for professional management of POs and MSMEs and their product and service delivery will be key determinants of ensuring benefit generation beyond the project.
74. The proposed set of finance interventions are designed to build onward self reliance through improved financial management, access to formal finance, and self-sustaining finance mechanisms. Increased resource availability can assist with access to formal financing institutions with sufficient capitalization to finance future agriculture investment requirements. Channelling

remittances into savings and investment products, further increases the asset base of beneficiaries and creates financial options for investments. Partnering with the private sector in these endeavours will also create sustainable services. One illustrative pathway in this set of interventions includes financial product development. A pilot for channeling remittances, converted to savings and investments and not consumption, will be incorporated into private sector institutions, including MNOs, through a profitable business arrangement, pipeline building and monitoring. As there are no LOCs or interest rate caps, FIs will deliver sustainable financial products with an eye to risk based pricing, utilizing performance based matching grants as both collateral replacements and as an incentive for loan repayment, while still capitalizing the clients and beneficiaries leading to sustainable financial access.

75. Project investments in both private and public sustainable land management, conservation and restoration will safeguard biodiversity and ecosystem services. Where possible these efforts at the community and individual level will be linked to value chain investments to provide a performance based incentive for continuation.
76. BE-GREEN's integrated risk management framework and SECAP tools will also ensure that the project identifies and mitigates environmental, climate and socio-economic risks that may affect the sustainability of outcomes. Risk identification and mitigation will also be included in training provided to farmer groups and entrepreneurs.
77. A comprehensive exit and sustainability strategy will be developed at start-up to ensure all stakeholders have a common vision and understanding of sustainability requirements and modified and improved at MTR. Component 4 will ensure quality monitoring and evaluation of project results and develop required documentation and replication guidelines on good effective practices to facilitate the continuation of the improved extension approach promoted beyond the project.

2.6 Project financing

78. Total project cost price contingencies is estimated at USD 24.26 million USD (FJD 54.35 million). Total base costs amount to USD 23.16 million (FJD 52.11 million). Contingencies account for USD 1.09 million (FJD 2.45 million), or 4.73 percent of total base costs.
79. Component 2 is the main investment component representing 46.69% percent of project costs, equivalent to USD 11.33 million USD. Component 3 represents 22.78% of the project costs, equivalent to USD 5.53 million. Component 4 accounts for USD 6.73 million, equivalent to 27.75% of project costs. Component 1 amounts to USD 0.67 million or 2.78% of total project costs. Project Management is estimated at USD 2.31 million or 9.53%.
80. The estimated project financing includes an IFAD highly concessional loan of USD 5.3 million from IFAD 13 Performance-Based Allocation System (PBAS) or 21.8% of total costs, a 8 Star-Allocation grant co-financing of USD 8.23 million (33.9%), and a financing gap of USD 7.7 million. The financing gap of US\$ 4.7 million (19.4%) may be sourced through subsequent performance-based allocation system cycles and/or through the Borrowed Resource Access Mechanism (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) or by co-financing identified during implementation, while the remaining USD 3 million (12.4%) is anticipated to be financed by an SSTC grant. In the case the financing gap does not materialise, it will not impact the project performance as the project targets and design are developed based on the secured available resources. The Government contribution is estimated at USD 1.17 million, in tax and duties and represents 4.8%. The estimate of tax and duties was based on the rates in effect at the time of the design completion. Additionally, enterprises are expected to contribute USD 1.72 million in cash to match grants offered by the project (7.1%), while beneficiaries' in-kind contribution to community-based grants is estimated at 0.15 million (0.6%). Out of the US\$5.3 million allocated from IFAD13, US\$4,494,000 (84.4%) is dedicated to climate adaptation activities.

Table 1: Project costs by component, sub-component and financier (USD '000)

Components by Financiers	IFAD13LOAN		Financing Gap		GEF8		Donor (undetermined)		Private Enterprise Contribution Matching Grants		Beneficiary contribution on grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Comp1: Mainstreaming Integrated Island Management																
SC1.1: Mainstreaming Integrated Island Management	-	-	-	-	675	100	-	-	-	-	-	-	-	-	675	3

Subcomponent	-	-	-	-	675	100	-	-	-	-	-	-	-	-	675	3
B. Comp2: Sustainable and market-oriented production from resilient systems /c															-	
SC2.1: Community climate resilience and ecosystem management plans endorsed	686	42	290	18	500	30	-	-	-	-	-	-	171	10	1,647	7
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	773	12	598	9	5,000	76	-	-	-	-	-	-	242	4	6,613	27
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	1,023	33	1,885	61	-	-	-	-	-	-	148	5	16	1	3,072	13
Subcomponent	2,482	22	2,773	25	5,500	49	-	-	-	-	148	1	429	4	11,332	47
C. Comp3: Inclusive access to market and finance															-	
SC3.1: MSMEs, including POs, have access to business development services	398	31	287	22	500	38	-	-	-	-	-	-	121	9	1,306	5
SC3.2: MSMEs, POs and producers have access to finance	392	58	188	28	-	-	-	-	-	-	-	-	102	15	682	3
SC3.3: Climate smart investments for agri-business including eco-tourism delivered	903	26	903	26	-	-	-	-	1,716	49	-	-	16	0	3,538	15
Subcomponent	1,693	31	1,378	25	500	9	-	-	1,716	31	-	-	239	4	5,526	23
D. Comp4: Policy and institutional environment															-	
SC4.1 Innovative policies developed	44	4	66	6	932	88	-	-	-	-	-	-	20	2	1,062	4
SC4.2 Institutional Support	100	39	146	57	-	-	-	-	-	-	-	-	12	5	258	1
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	-	-	85	3	-	-	3,000	97	-	-	-	-	15	1	3,100	13

SC4.4: Project Management	981	43	251	11	620	27	-	-	-	-	-	-	455	20	2,308	10
Subcomponent	1,125	17	549	8	1,552	23	3,000	45	-	-	-	-	502	8	6,728	28
Total project cost	5,300	22	4,700	19	8,227	34	3,000	12	1,716	7	148	1	1,170	5	24,261	100

81. Total investment costs amount to USD 24.26 million, or 94.71% of total project costs.

Table 2: Project costs by expenditure category and financier (USD 000)

Expenditure Accounts by Financiers		IFAD13LOAN		Financing Gap		GEF8		Donor (undetermined)		Private Enterprise Contribution Matching Grants		Beneficiary contribution grants		Government		Total	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs																	
A. Works		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment and Material		172	57	85	28	-	-	-	-	-	-	-	45	15	302		1
C. Vehicle		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
D. Grants and Subsidies		1,797	19	2,758	29	-	-	3,000	32	1,716	18	148	2	0	-	9,420	39
E. Credit/Equity Facility		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F. Trainings & Workshops		553	48	422	37	-	-	-	-	-	-	-	172	15	1,148		5
G. Consultancies and Studies		1,302	63	421	20	43	2	-	-	-	-	-	307	15	2,072		9
H. Goods, Services and Inputs		371	4	494	6	7,798	89	-	-	-	-	-	126	1	8,789		36
I. Salaries and Allowances		613	49	-	-	386	31	-	-	-	-	-	250	20	1,249		5

Total Investment Costs	4,808	21	4,180	18	8,227	36	3,000	13	1,716	8	148	1	900	4	22,979	95
II. Recurrent Costs																
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	66	29	53	23	-	-	-	-	-	-	-	-	112	49	231	1
C. Operating Costs	426	41	467	44	-	-	-	-	-	-	-	-	158	15	1,051	4
Total Recurrent Costs	492	38	520	41	-	-	-	-	-	-	-	-	270	21	1,281	5
Total project cost	5,300	22	4,700	19	8,227	34	3,000	12	1,716	7	148	1	1,170	5	24,261	100

82. Table 3 shows the distribution of project costs by year, in accordance with Section 3.10 – Implementation readiness. The budget distribution begins with a phase of preparation and gradual build-up in the first two years, shifts to the core years of activity during years 3 to 5, and then gradually tapers off to prepare for project exit in the final two years.

Table 3: Project costs by component, sub-component and project year (USD ‘000)

Component/subcomponent	Year							
	2026	2027	2028	2029	2030	2031	2032	
	BE-GREEN (2026 to 2031)							
	GEF RESAR (2027 to 2032)						Total	
A. Comp1: Mainstreaming Integrated Island Management								
SC1.1: Mainstreaming Integrated Island Management	-	67	135	135	135	135	67	675
Subtotal		67	135	135	135	135	67	675
B. Comp2: Sustainable and market-oriented production from resilient systems								-

SC2.1: Community climate resilience and ecosystem management plans endorsed			194	346	423	277	277	80	50	1,647
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing			386	818	1,797	1,297	1,297	519	500	6,613
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered			-	974	975	591	532	-	-	3,072
Subtotal			579	2,138	3,195	2,165	2,106	599	550	11,332
C. Comp3: Inclusive access to market and finance										-
SC3.1: MSMEs, including POs, have access to business development services			50	262	263	306	294	81	50	1,306
SC3.2: MSMEs, POs and producers have access to finance			120	146	146	140	121	10	-	682
SC3.3: Climate smart investments for agri-business including eco-tourism delivered			-	124	536	1,154	1,154	570	-	3,538
Subtotal			170	532	944	1,599	1,569	661	50	5,526
D. Comp4: Policy and institutional environment										-
SC4.1 Innovative policies developed			-	201	216	216	216	211	-	1,062
SC4.2 Institutional Support			26	41	53	53	53	31	-	258
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives			-	-	627	927	927	618	-	3,100
SC4.4: Project Management			344	389	391	396	377	343	67	2,308
Subtotal			370	632	1,288	1,593	1,574	1,204	67	6,728
Total project cost			1,119	3,370	5,563	5,492	5,384	2,598	735	24,261

83. Detailed tables of project costs by component, by expenditure category and by year are in Annex 3.

2.7 Economic and Financial Analysis

Methodology

84. The project economic rationale is built on several key strategies: boosting productivity, improving post-harvest processes, promoting diversification into high-value, market-oriented products, enhancing the profitability of producer organizations (POs) and SMEs, fostering rural enterprises related to ecotourism, and encouraging the sustainable use of marine and non-marine resources to maximize ecosystem services. An incremental ex-ante cost-benefit analysis was conducted to evaluate the

economic and financial feasibility of the project. The analysis was conducted over an evaluation period of 20 years as the base scenario and 6 of effective project implementation (from the second half of 2025 to the first half of 2031). Estimates were made using a social discount rate of 7.80 percent and cost of capital of 8.20 percent. The analysis accounted for the total project costs and incorporates benefits from ecosystem services such as soil erosion reduction and greenhouse gas (GHG) emission reduction. Sensitivity and scenario analyses were conducted to evaluate the potential impact of key variable changes on the project's economic viability.

Investment models

85. The analysis was based on the proposed "community" and "entrepreneurship" investment models, taking into account project activities under the Components 2 and 3. For each model, "with" and "without" project scenarios were evaluated to estimate the incremental benefits and costs directly attributable to the project. The proposed 'community' investment model considers two typologies based on the production dynamics and access to natural resources of the beneficiaries: (a) communities with access to marine resources and (b) communities without such access. In both models, various productive systems were analyzed to reflect how households combine different productive activities as a strategy to diversify risk, enhance food security, and generate income. The analysis considered implementing activities to strengthen on-farm primary production and basic collective post-harvest/processing aspects of the following productive systems.
- Agroforestry system based on tuber and root crops, comprising a combination of crops with different soil use intensities, including taro, cassava, sweet potato, breadfruit, green manure (mucuna), coconut, teak, banana, and papaya.
 - Agroforestry system based on cocoa and fruit plant production, comprising a combination of various crops with different land use intensities, including cocoa, breadfruit, vanilla, taro, cassava, sweet potato, green manure (mucuna), teak, banana, and papaya.
 - Production of a combination of vegetables, spices, and annual/biannual fruit crops, including okra, chili pepper, eggplant, tomato, cucumber, pineapple, and watermelon, with varying intensities of land use and seasonality.
 - Beekeeping for the production of honey, wax, propolis, and reproductive colonies.
 - Pig and chicken production primarily for self-consumption.
 - Ecotourism focused on attracting tourists to communal environments to discover agricultural activities and explore marine ecosystems, while also promoting the sale of handicrafts made from non-timber and marine products.
 - Seaweed and sea grapes
86. The proposed 'entrepreneurship' model considers four typologies based on the corporate structure of entrepreneurs: (i) PO (cooperatives), (ii) SMEs, (iii) youth, and (iv) women. For each typology, the most significant products and/or services were analyzed based on their market potential. These include cassava, taro, coconut, honey, vegetables (chili pepper, eggplant and pineapple), seaweed and seagrape, and ecotourism. The project will invest through a matching grant mechanism and a cluster approach, to enhance value-adding processes for agricultural and marine products as well as services related to ecotourism, in line with the production capacity of beneficiary communities for these products^[12].

Results

Return on investment of the overall project

87. **Return on investment of the overall project.** The economic analysis indicates positive economic returns. The Economic Internal Rate of Return (EIRR) is estimated at 15.75%. This estimate assumes that 3,050 households of 78 targeted communities will benefit from the project's actions, with at least 70% of the farmers' crop areas within these communities adopting the technologies and good agricultural practices directly promoted by the project^[13]. This number does not include the additional beneficiaries that will be covered by the GEF resources across the island, which will be determined at GEF design^[14]. Additionally, 75% of entrepreneurs are expected to adopt the improved technologies and/or practices introduced by the project. The Incremental Net Present Value (NPV) is projected at USD 22.63 million, with a benefit-cost ratio of 1.14, derived from quantifiable benefits related to project activities. Sensitivity and scenario analyses confirm the robustness of these evaluations. The project could become unprofitable if projected benefits decrease by more than 12.6% or if costs increase by more than 15% due to unforeseen shocks during implementation.

Sensitivity, scenario and risk analysis

88. The sensitivity analysis conducted to evaluate the potential changes in various variables that can affect the economic profitability of the investment is detailed hereafter.

Variables	Δ%	Overall project		Risk analysis
		IRR (%)	NPV (USD M)	
Base scenario	0%	15.75%	22.63	Base scenario

Variables	Δ%	Overall project		Risk analysis
		IRR (%)	NPV (USD M)	
Project benefits	-10%	9.67%	4.68	Combination of risks affecting output prices, yields and adoption rates
Project benefits	-20%	1.3%	-13.27	
Project costs	10%	10.8%	8.19	Increase of construction material prices
Project costs	20%	5.33%	-6.24	
Output prices	-5%	12.89%	13.65	Low management, negotiating capacity of farmers groups, market price fluctuation, external shocks
Output prices	-10%	9.67%	4.68	
Input prices	5%	13.34%	15.41	Market price fluctuations and external shocks
Input prices	10%	10.82%	8.19	
Adoption rate - Adoption in cultivation area within beneficiary communities (60%)		15.18%	20.68	Quality of technical assistance and access to technologies
Adoption rate (60%) - Beneficiary entrepreneurs		15.14%	18.66	
Evaluation period (15 years)		11.04%	6.04	Uncertainty about the continuation of the activities supported by the project in the short, medium and/or long term
Excluding indirect project costs		18.80%	27.46	Return on direct investment in productive systems at the community and enterprise level
Social discount rate (6 percent)		n.a	33.37	Linked with political and economic stability and macroeconomic context
Social discount rate (8 percent)		n.a	21.62	

Return on components

89. The table below presents the estimated economic indicators for Components 2 and 3, accounting for both direct and indirect costs. It is assumed that the implementation of soft activities under Components 1, 3, and 4 contributes to maximizing the benefits identified in the respective investment models. Both components demonstrate a positive return on investment, highlighting the potential benefits of various activities expected to be financed by the project at the community level and for entrepreneurs.

Indicator	Component 2	Component 3
IRR	13.95 %	16.92 %
BCR (@7.80 % discount rate)	1.15	1.20
NPV (@7.80% discount rate)	USD 6.48 million	USD 16.15 million

90. **The financial analysis reveals that most activities supported by the project under Components 2 and 3 yield positive returns.** Notably, entrepreneurship in ecotourism, vegetable production, seaweed farming, beekeeping, and tuber production demonstrates IRR of 47.5%, 22.2%, 21.06%, 11.4%, 10.3%, and 8%, respectively. Data used in the financial analysis will also be used to develop costing and ROIs for different choices and with options discussed through the financial and business literacy modules.

Chapter 3: Organisation and Management

3.1 Organisational set-up and Governance

91. **National Project Steering Committee:** A National Project Steering Committee (NPSC) will be established to guide project implementation, support coordination, ensure alignment with national priorities, and provide a venue for sharing good practices and addressing policy issues. It will be co-chaired by the Permanent Secretaries of MoAW and MoECC, and include representatives from Ministry of iTaukei Affairs, Ministry of Finance (MoF), Ministry of Rural and Maritime Development, Ministry of Tourism and Civil Aviation, Ministry of Youth and Sports, PFI, and the Chamber of Commerce and Industry.
92. **Provincial Steering Committee:** A Provincial Steering Committee (PSC) will be established to support implementation and coordination in Cakaudrove Province. It will be chaired by MoAW Crop Extension Division and will include representatives from public and private stakeholders involved in project implementation. The PSC will provide a platform for addressing challenges and constraints, promoting solutions, building knowledge on successful experiences from BE-GREEN and other initiatives, and supporting public-private policy dialogue.
93. **MoAW:** MoAW is the implementing agency and will be responsible for overall accountability, oversight and coordination, and for the implementation of IFAD funds. It will cooperate with MoECC, as well as other government entities as necessary, notably the ministry of iTaukei Affairs. It will approve Annual Work Plans and Budgets (AWPBs) and Annual Procurement Plans (APPs), and will endorse Withdrawal Applications and Statements of Expenditure prepared by the PMU, for subsequent approval by MoF.
94. **MoECC:** MoECC will be responsible for the implementation of GEF funds, in partnership with MoAW. Modalities will be defined in an MoU, which will be prepared and signed at project inception, and further developed during the GEF design. Key elements will include: the establishment of a GEF technical team led by a GEF technical manager in the PMU; the assignment of an Environment and Climate Change Specialist at MoECC headquarters; and the establishment of a back-office team with joint responsibility of fiduciary, administrative and M&E matters for both GEF and IFAD financing.
95. **Project Management Unit:** A PMU will be established in Savusavu and hosted by MoAW Crop Extension Division. It will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance, the integration and utilization of IFAD and GEF funds, and stakeholder engagement and coordination. The PMU will be headed by a Project Director, who will have responsibility for managing the project, ensuring synergies between GEF and IFAD financing, coordination with GoF and other donor-funded activities (e.g., the World Bank Tourism Development Program in Vanua Levu), and regular consultations with PSC and NPSC. The composition of the PMU is in Table 1. Further details relating to the GEF technical team will be detailed in the PDR-CER.

Table 1 – PMU Staffs

Project Director	
IFAD Technical Team	GEF Technical Team
1 IFAD Technical Manager 1 GESI Officer 1 Grant Manager 1 Rural Finance and Agribusiness Specialist	1 GEF Technical Manager 1 Environment and Climate Change Specialist

Back-office

- 1 Financial Management and Administration Manager
- 1 Financial Management and Administration Assistant
- 1 Procurement Officer
- 1 Procurement Assistant
- 1 M&E Officer
- 1 Knowledge Management Officer
- 1 Office Assistant

Lead Implementation Partners

96. Two LIPs will be contracted to support the implementation of Components 2 and 3:

- PCDF will be potentially selected to lead the implementation of Sub-component 2.1. A recognized NGO, PCDF has extensive experience in community development, including with IFAD's former project FAPP, where it was already the LIP. PCDF will hire 78 community facilitators, covering all the target villages and settlements. A district facilitator will be selected among community facilitators to support the coordination of activities at district level. PCDF will hire a dedicated Project Manager, three Field Officers and a Procurement Associate for implementing its responsibilities under BE-GREEN. It will also hire an environmental NGO for developing the methodology for the preparation of community plans.
- A second NGO will be contracted to lead the implementation of Sub-components 2.2 and 3.1. This NGO will work in collaboration with the Pacific Islands Farmers Organisation Network (PIFON), which is a membership-based umbrella organization for national farmer organizations in the Pacific Islands that has long been partnering with IFAD in Fiji and across the region. PIFON will coordinate interventions to be provided by its members (such as Tutu Rural Training Center for root-crop based agro-forestry, or Fiji Beekeepers Association) and other like-minded service providers in areas not covered by PIFON members (such as Koko Mana for cocoa-based agro-forestry). The NGO will hire a dedicated Project Manager, who will be based in Savusavu.

97. **MAP second phase:** Under MAP second phase, and in line with its objective, the PMU will be restructured (with a possible relocation to Labasa) and possibly expanded to support operations across the island.

3.2 IFAD Supervision

IFAD and GEF Supervision

98. **Project Supervision missions.** IFAD will organize annual supervision missions (or 2 supervision missions every 12 months for a problem project), in collaboration with implementing agencies, the PMU, and project stakeholders. The missions will assess and discuss project achievements, lessons learned, and compliance with the Financing Agreement. They will also identify innovations, evaluate progress on MAP assessment criteria, and recommend improvements. Implementation support missions will focus on performance assessments and on assisting the PMU in addressing specific challenges. For continuity, a core team of recurring resource persons will lead the reviews, supplemented by specialists addressing the unique needs of each year.
99. **IFAD/GEF MTRs:** A Mid-Term Review (MTR) will be organised by IFAD and GoF, at the latest in the second quarter of 2028, and will build on the outcomes of a midline impact survey. The MTR will: (i) assess achievements and mid-term impact, the efficiency and effectiveness of BE-GREEN management, and the continued validity of BE-GREEN design; (ii) identify key lessons learnt and good practices; (iii) assess progress in meeting MAP assessment criteria; and (iii) provide recommendations for improved performance. The mission will include non recurring resource persons, to provide a fresh approach. Specific issues to be addressed include the following:
- Performance of the PMU and of key implementation partners, including LIPs and community facilitators.
 - Readiness of target groups to engage in ecosystem conservation and restoration in support of economic activities.
 - Progress in engaging young women and men.
 - Performance of PFIs in delivering project-supported financial instruments, in improving financial inclusion and in leveraging migration remittances.
 - Progress in gender equality and social inclusion, as per the GESI strategy, and effectiveness of targeting and of the household approach.
 - Linkages and synergies between the four main components, effectiveness of graduation pathways from Component 2 to Component 3 activities and support, and integration between IFAD and GEF financing.
 - Most performing models and opportunities for scaling up under MAP's second phase.
100. Considering the later start date of the GEF investment (last quarter 2026), an independent MTR will also be conducted in line with GEF policies and guidelines. The MTR will address, among other things, the following specific issues:
- Review of GEF Core Indicator target progress and likelihood of meeting them by project completion.
 - Co-financing mobilized and challenges faced.
 - Analysis of implementation progress, stakeholder engagement, gender action plan, safeguards, and knowledge outcomes.
101. **Project Completion Review:** Based on the final impact survey, the PMU, in consultation with MoAW and MoECC, will prepare a Project Completion Report to be submitted to IFAD, GEF and GoF within three months of project completion. GoF and IFAD will then carry out a Project Completion Review based on the information in the Project Completion Report and other data such as the endline impact survey, MTR, technical reports and knowledge products produced during implementation. While GEF financing is expected to end one year later, GEF will also be associated in IFAD Completion Review.
102. **GEF Terminal Evaluation:** Details on the preparation of the GEF Terminal Evaluation and its submission date will be determined

during the GEF design phase.

3.3 Planning, Monitoring and Evaluation

103. **Objectives:** The Planning, Monitoring and Evaluation (M&E) system will: measure project results against targets in the project logical framework; provide the PMU, MoAW, MoECC, LIPs and project stakeholders with data and analyses to assess project achievements, improve project performance, develop lessons learnt, and capture good practices and successful innovation; allow project stakeholders, in particular women and youth groups, producers' groups, cooperatives, and MSMEs, to make informed decisions for the development of profitable and sustainable activities; and support policy dialogue and knowledge sharing. The system should: be accessible to project stakeholders; be harmonised with MoAW and MoECC information systems; be participatory and inclusive of youth, women and disadvantaged groups; and support accountability upward (to GoF, IFAD and GEF) but also downward (to project stakeholders and target groups).
104. **Framework and implementation plan:** The M&E system will be developed in line with IFAD as well as GoF and GEF requirements. It will be set up and managed by the PMU, in consultation with MoAW, MoECC and other project stakeholders, and with support from a short-term international consultant. The consultant will design an M&E framework with main components and processes, including a Management Information System (MIS) and a Geographic Information System (GIS). They will produce a detailed M&E/KM manual, together with an implementation plan, including capacity development arrangements. The PMU will translate the manual into easy-to-grasp guidelines for the LIPs and community/district facilitators.
105. Project indicators are those included in BE-GREEN logical framework and in the matrix attached to BE-GREEN Environmental, Social and Climate Management Plan (ECSMP). Additional key performance indicators will be defined jointly by the PMU and the consultant, in consultation with the LIPs, MoAW and MoECC and building on the PIM. They will be included in the project MIS to allow for more thorough performance measurement. The GESI Specialist will be consulted to ensure that the system adequately monitors inclusion, gender and youth aspects.
106. A supplemental M&E plan will be included in GEF's PDR-CER. It will detail GEF-specific M&E requirements along with an associated budget.
107. **Project planning:** Every year, the M&E cycle will start with the preparation of the AWPB, building on annual plans prepared by the LIPs, PFIs, and PMU staff. AWPBs will be discussed in the NPSC meeting, and then endorsed and submitted by the respective ministry to IFAD for a no-objection.
108. **Data collection :** Data will be collected against both qualitative and quantitative indicators and disaggregated by gender, youth and iTaukei. At community level, information will be collected by community facilitators, with support from PCDF and other service providers. District facilitators will be equipped with tablets to facilitate data upload onto the MIS.
109. **MIS/GIS:** A web-based MIS, incorporating a GIS, will be set up through a local service provider to track financial and technical data on project outputs and outcomes. The MIS/GIS will produce monthly dashboards profiling performance by component and by district.
110. **Data analysis and reporting:** Data analysis will support performance monitoring, problem detection, solution identification, and the tracking of good practices for sharing via the knowledge management system. Regular meetings will be held at the various levels to review progress, discuss issues, and update project status. In particular, PCDF will organize quarterly meetings with district facilitators to review performance, address challenges and provide guidance for improvement. The PMU will submit semi-annual technical and financial progress reports to the NPSC for approval, followed by submission to GoF, IFAD and GEF for review and approval.
111. **Baseline and impact surveys:** A baseline survey will be conducted to measure the status of main indicators at project onset. Additionally, mini-baseline surveys will be carried out at community level by PCDF, as part of the preparation of the Vanua Plans. Impact surveys will be carried out at project mid-term and end, to compare the impact generated by project interventions with the baseline survey and assess beneficiaries' satisfaction. The mid-term impact survey will take place in time for the impact assessment report to be ready for the MTR. The surveys will be conducted by an outsourced qualified consulting firm. The possibility of involving the Fiji National University will be explored at project inception.
112. **Implementation arrangements:** An M&E Officer, co-financed by IFAD and GEF, will be assigned to the PMU to develop and manage the M&E system (in collaboration with an international M&E Consultant at inception), and to provide capacity building and coaching in M&E for PMU staff, LIPs and PFIs.
113. **Phase assessment:** The assessment of MAP's first phase will be conducted jointly by IFAD and GoF and associate project stakeholders mid-2029. Main assessment criteria include: 50% of reached communities adopt sustainable production; at least one sustainable blue or green economic activity initiated in each target district demonstrating sustainable economic production with ecosystem enhancement; 30% of youth engaged by the project report improved market access and higher incomes.

3.4 Knowledge Management and Country Level Policy Engagement (CLPE)

114. **Objective:** BE-GREEN's Knowledge Management (KM) framework is designed to capture, disseminate and promote innovative models and practices identified through Components 2 and 3. It aims to:
- Support learning, adaptation, and improved project performance during implementation.
 - Track good practices and lessons learned, documenting successful models.
 - Raise awareness of project activities and results, publicizing successful experiences.

- Contribute to policy development and scaling-up processes.
- Identify priorities for BE-GREEN's second phase under the MAP.

115. **Identification of innovation:** To ensure innovation is consistently identified throughout the year, the Lead Implementing Partners, with support from the PMU, will establish feedback loops with field staff, stakeholders, and beneficiaries to gather insights on the implementation of activities, challenges and innovative solutions. These insights will form the basis for refining project strategies, documenting successful models, and informing the preparation of the Annual Plan for Inclusive Innovation and Knowledge Management.
116. **Indigenous Knowledge:** Indigenous Peoples' cultural heritage and knowledge will be specifically identified and promoted, in particular as assets for coping with climate change. This includes traditional knowledge associated with agricultural cycles, food and water security, traditional ecological knowledge, environmental conservation, but also knowledge on handicraft production with market potential allowing for economic diversification.
117. **Annual Plan for Inclusive Innovation and Knowledge Management:** Each year, in consultation with the Provincial Steering Committee and project stakeholders, the PMU will develop an Annual Plan for Inclusive Innovation and KM, which will cover the following activities:
- Identification of inclusive innovative approaches and models with potential for scaling up and institutionalization, including models for climate-smart agriculture, sustainable resource management and youth engagement strategies.
 - Documentation of successful models, including detailed information on prerequisites, implementation modalities, and costs.
 - Development of KM products, adapted for different audiences at national, provincial and community levels, that could include: (i) documents, such as technical and policy briefs and guidelines; (ii) audio-visual materials; (iii) digital content - materials formatted for websites and social media dissemination; and (iii) knowledge-sharing events and communication.
118. Additionally, the BE-GREEN website will act as a central platform for sharing project updates, success stories, and technical resources. The website will also publish the grievance redress mechanism.
119. **Partnerships:** To ensure effective dissemination and engagement, the project will establish partnerships with government agencies, youth organizations, private sector actors, and development partners. Collaboration with MoAW, Ministry of iTaukei and the Ministry of Youth and Sports will support the mainstreaming of innovative practices into institutional frameworks.
120. **Documentation of the BE-GREEN model:** A key focus of the KM framework will be the documentation of the model underlying the BE-GREEN approach, i.e., the use of inclusive economic incentives to drive ecosystem restoration and biodiversity conservation.
121. Policy briefs and additional resources such as detailed case studies, technical reports, and practical guidelines will form a comprehensive evidence base to validate the model's relevance and scalability, support policy advocacy, guide replication, and ensure the broader adoption of the BE-GREEN approach across similar contexts.
122. KM materials will also provide the foundation for justifying the second phase of the MAP program, whose overarching objective is to validate the model's feasibility and expand its application from the initial six target districts to the entire island.
123. **Other KM focus areas:** Priority will also be given to documenting models and approaches in support to learning and policy dialogue in the following areas:
- *Climate-smart production:* techniques that increase productivity while enhancing resilience to climate change.
 - *Ecosystem enhancement:* initiatives that support nature-based economic development and biodiversity conservation.
 - *Engagement of low-skilled and poorer youth:* programs that provide opportunities and skills training for disadvantaged youth in rural areas.
 - *Access to land:* strategies to improve land tenure security and access for smallholders and youth.
 - *Group and FO classification and development:* Measurement of progress of farmer groups along a graduation system.
 - *Inclusive finance:* financial services and products tailored to the needs of women, youth and marginalized groups, including use of remittances in conjunction with Fiji Reserve Bank.
124. **Implementation arrangements:** The preparation and implementation of the Annual Plan for Inclusive Innovation and Knowledge Management will be the responsibility of a dedicated PMU KM Officer, in collaboration with the M&E Officer. The same consultant hired to design the M&E system will prepare a simple format for the Annual Plan, which will be part of the Annual Plan for Component 4. A service provider will be hired to develop the project website. Knowledge products will be presented and discussed at the National Project Steering Committee, where, in particular, policy issues will be highlighted.

3.5 Target group engagement

125. The project is a community-driven development initiative, with focus on the development and implementation of community plans, led by the communities themselves. This process is supported by an experienced service provider, PCDF, which will assign a dedicated facilitator to each community. The plan preparation process involves sharing GIS-based information with the communities, creating a platform for discussions on current trends, potential impacts, and strategies for land improvement and socio-economic development. Emphasis is placed on fostering meaningful participation, particularly from vulnerable groups, youth, women's groups, and other key stakeholders engaged in community development.
126. This process will include capacity-building activities for community members and farmers', youth and women organizations, so they graduate to become autonomous organizations able to make informed decisions, participate in project planning and implementation and apply good governance and inclusion for broad-based representation of women, youth and marginalized

groups. Government agencies, implementation partners, and other relevant stakeholders will actively participate in the development, execution, and monitoring of the plans. Community planning in iTaukei communities will also engage the Ministry of iTaukei and traditional authorities, who will endorse the plan following consultations with all community members with their consent documented, in accordance with the project's Free, Prior, and Informed Consent (FPIC) implementation plan.

127. The implementation of the *Community Plans* will be supported at the household level through the FFT approach, to support participation in community planning, promote equitable benefit sharing within households, empower women and youth, reduce gender-based violence, and encourage the adoption of restorative and climate-resilient agricultural practices.
128. During the implementation, regular community meetings involving community facilitators and other project stakeholders and local administration representatives will be held to collect feedback and update members on progress. Other feedback mechanisms will rely on: (i) the project website and social platforms, project reporting, and satisfaction assessment in impact surveys; (ii) participatory planning process for the preparation of AWPBs based on community consultations; (iii) M&E/KM system assessing participation of and outreach to different categories of farmers and vulnerable groups and providing all stakeholders with profiling of achievements and good practices; (iv) contract deliverables of service providers reflecting gender and inclusion targets and indicators including financial institution participants.
129. POs and MSMEs are also important participants in Fiji Be-Green and will be engaged through the utilization of more established producer organizations and SMEs along with their respective networks to deliver technical assistance, BDS and extension services. Service providers, including those with a private sector orientation and/or ownership, will also be utilized especially in the preparation and linking of these entities to markets. Financial institutions will engage with these target groups through these networks and organizations, along with one to one engagement where useful, and supported by a service provider will develop the pipeline for investments and financing.
130. To ensure inclusivity, the project's Gender Equality and Social Inclusion Officer, along with community facilitators, will focus on integrating vulnerable groups into consultations and planning. Their active engagement and feedback will be sought throughout the process.
131. Furthermore, BE-GREEN will establish a project-level Grievance Redress Mechanism (GRM) to address feedback and concerns from beneficiaries and stakeholders. Community facilitators will be oriented to share the grievance reporting process with the community. The GRM will adhere to established practices and provide multiple access points — including telephone, complaint boxes, a website, email, and postal addresses — ensuring that beneficiaries know whom to contact regarding their concerns.
132. A focal point will be appointed at the community level to facilitate grievance collection and resolution. Additionally, the district and PMU will have dedicated GRM focal points to support the process. Focal persons will acknowledge receipt of grievances, while ensuring the privacy of the individual or organization submitting the concern. If necessary, a grievance resolution committee will be formed to address issues, with decisions promptly communicated to the relevant parties.
133. Grievances can be raised at any level, including the community, district, PMU, or IFAD office. Detailed procedures are outlined in the Grievance Redress Mechanism annexed to the SECAP.
134. To promote awareness, posters displaying the contact details of the GRM focal points —including their photo and phone number — will be prominently placed at BE-GREEN's office and at project sites. Additionally, a complaint and suggestion box will be made available in every office. All complaints received by the implementing agency will be recorded and documented in progress reports, which will include the number and types of complaints received and the outcomes of their resolution.

3.6 Strategic partnerships

135. BE-GREEN's implementation strategy leverages a robust network of partnerships to deliver results, ensure access to diversified and recognized expertise, and pave the way to upscaling in MAP second phase as well as through policy development.
136. On the government side, strong association between MoAW, MoECC, Ministry of Taukei Affairs and Ministry of Rural and Maritime Development is expected to strengthen implementation on the ground and facilitate the dissemination of successful, scalable models.
137. The partnership with PIFON opens up the access of target groups to a flexible network of experienced, specialized service providers, including farmer-based organisations, and service providers dedicated to social and environmental sustainability.
138. Financial institutions, such as Merchant Finance and Fiji Development Bank, will be critical partners to enhance target groups' access to finance. They will have a pivotal role in designing and delivering innovative, better adapted financial products to support the growth of market-driven, sustainable economic initiatives in the target communities. Additionally, a partnership with the Reserve Bank of Fiji, the Central Bank, will enable new channels of investment leveraging remittances in the rural areas along with any impacts on their inclusive finance program of work.
139. Consultations during project design highlighted promising synergies with the World Bank-financed Fiji Tourism Development Program in Vanua Levu, which started in 2025. The program's focus on developing resilient and sustainable tourism aligns well with BE-GREEN's objectives. In particular, BE-GREEN target communities and MSMEs could benefit from initiatives aimed at increasing MSME engagement in the eco-tourism sector and protection of natural assets. The project will also seek to leverage the Rural Road Upgrade Project funded by the Government of the People's Republic of China.

3.7 Financial Management

3.7 Financial Management

140. MoAW, the Lead Project Agency will be responsible for Financial Management (FM) through a dedicated PMU-FM department, disbursing IFAD loan and GEF grant funds to implementing agencies (IAs) against the approved AWPB and ensuring monitoring and financial reporting. MoAW has prior experience implementing an IFAD-funded project-F (FAPP) and intends to improve FM based on lessons learnt. MoUs/contracts with IFAD no-objection will be signed between MoAW, MoECC and Lead Implementing Partners to outline FM requirements and responsibilities.
141. **Organization and staffing.** The PMU will be responsible for the project FM and internal control systems, with the support of a Finance Officer and a Finance Assistant. The project finance team of qualified professionals with relevant experience will be competitively recruited. Training will be provided to staff to familiarize them with FM needs at project outset.
142. **Budgeting.** The PMU will prepare an AWPB and an Annual Procurement Plan (APP) in the IFAD format with sufficient details, by categories, components and financiers, in accordance with IFAD procedures, and with the Financial Management Act 2004 and Finance Instructions 2010 regulations of the Government of Fiji. The AWPB will be approved by the National Project Steering Committee and sent to IFAD for no-objection 60 days before the start of the fiscal year. Depending on the available features in the accounting software, AWPB may be entered in the Financial Management Information System (FMIS) for comparison of the expenditure against the budget.
143. **Fund flow and disbursements arrangements.** Two Designated Accounts (DAs) in USD for the BE-GREEN Project will be opened at the Reserve Bank of Fiji, the Central Bank, with authorization of the Ministry of Finance (MoF) Treasury Division. These accounts will receive funds from IFAD, i.e. one for IFAD loan funds, and another for GEF grant funds. Upon MoF approval, the PMU will open two Operating Accounts in FJD for loan and grant funds at a commercial bank, to receive funds from the DAs for project activities.
144. Funds from IFAD will be disbursed through a revolving fund mechanism on the submission of the Interim Financial Reports (IFRs) and Withdrawal Applications (WAs) through the IFAD Client Portal (ICP). MoF will approve WAs for payment processing. Details on quarterly IFRs, submission timeline and disbursement procedures are in the FM Handbook as well as in the Financial Management and Financial Control Arrangements Letter. A fund-flow diagram is provided in the Project Implementation Manual (PIM). The PMU will monitor and record both in-kind and cash contributions from GoF and project beneficiaries.
145. **Internal controls.** The PIM will specify internal control procedures for accounting, segregation, payments, procurement, account reconciliation, preparation of the financial reports and WAs, user access and authorization for accounting software. The project internal audit will be conducted by MoF Internal Audit Unit on a quarterly basis and internal reports will be made available to IFAD on request.
146. **Accounting and financial reporting.** GoF finance and accounting policies and IFAD procedures will be embedded in the PIM. The PMU will adopt the cash-basis International Public Sector Accounting Standards (IPSAS) for financial reporting, which are accounting policies acceptable to IFAD. Project accounts will be maintained using the FMIS for recording transactions and generating IFAD's required financial reports. The PMU shall provide quarterly IFRs, unaudited financial statements and audited financial statements, audit reports and management letters (ML) to IFAD within the stipulated timeline.
147. **External audit.** The Auditor General, Office of the Auditor General-Supreme Audit Institution (SAI) of the GoF will audit the project. The Audit Report (AR) will follow the specified structure of the IFAD Handbook for Financial Reporting and Auditing and include an ML with comments on project internal controls. The SAI will adhere to the Auditing Standard that is acceptable to IFAD. The AR will be submitted to IFAD within six months after the end of the fiscal year.
148. **Governance.** The IFAD Anti-Corruption Guidelines are expected to be followed by IAs to prevent fraud and corruption. To mitigate risks, FM measures include the review of annual external audits and internal audits, approved FM procedures and controls, periodic IFRs, and reviews by IFAD. There will be a Grievance Redress Mechanism to promptly address grievances from project stakeholders regarding any non-compliance with standards and address them promptly. These measures aim to ensure the integrity of the project.
149. **Risk.** The country FM inherent risk is 'low'. However, the overall inherent risk of PMU is rated moderate, and the residual risk remains moderate. Mitigation measures will be implemented during implementation, followed by review and amendment of the residual risk rating, based on FM assessments during supervision.

3.8 Procurement

150. There is a substantial inherent risk of non-compliance with IFAD's Project Procurement Framework (PPF). Public procurement in Fiji is currently governed by the *Procurement Regulations 2010, as amended*, along with its implementing guidelines. Existing procurement regulations and associated procurement templates are not regularly updated or consolidated. Template procurement documents primarily refer to goods, rather than consulting services and works. Moreover, evaluation and award criteria are centered on goods procurement.
151. The government plans to gazette a new procurement law and start implementation in 2025 to align with international procurement practices. In the meantime, Be-GREEN will adhere to the IFAD Procurement Handbook and Standard Procurement Documents, as may be amended from time to time. Accordingly, the Fiji Procurement Regulations 2010, as amended, including its Implementing Guidelines, will not be applicable to the BE-GREEN Project^[15].
152. Procurement activities will be based in Savusavu and managed through three project procuring entities: the Project Management Unit (PMU) and the two Lead Implementing Partners (LIPs) responsible for Sub-components 2.1 and 2.2 and 3.1. Procurement decisions will be made by these procuring entities. The PMU will oversee procurement functions, led by a Procurement Officer and a Procurement Assistant. To manage the anticipated volume of procurement under Sub-Components 2.2 and 3.1, the

contracted NGO LIP will engage a full-time Procurement Associate, subject to IFAD no objection on the candidate selection. Due to foreseeable limited procurement, PCDF will designate a Procurement Focal Point from among its project personnel.

153. The LIP Procurement Associate and PCDF Procurement Focal Person will coordinate with the PMU Procurement Officer and Procurement Assistant. Together, they will be responsible for the following:
- Review of proposed procurement activities to ensure alignment with the AWPB, appropriate procurement packaging and compliance with the IFAD Procurement Handbook, IFAD Project Procurement Guidelines and IFAD Project Procurement Arrangements Letter, before uploading the Annual Procurement Plan (PP) in IFAD's Online Procurement End to End System (OPEN) for prior no objection.
 - Work closely with other project staff and consultants in the preparation of bidding documents. As applicable depending on the nature of the procurement, bidding documents and contracts must incorporate SECAP associated mitigation measures.
 - Efficient management of procurement processes in accordance with the mode of procurement identified in the online PP.
 - Uploading and updating of contract data in OPEN.
 - Ensure that suppliers, service providers, contractors and consultants comply with their obligations under their respective contracts.
154. Regarding procurement by grantees under Sub-component 2.3, the PMU Grant Manager will lead the development of a Grant Manual based on current procedures of the Ministry of Agriculture and in coordination with the Procurement Officer. Among others, the Grant Manual will prescribe simplified procurement procedures that grantees will follow in implementing the grant. The manual will also provide for grant acquittal procedures and documentation to be observed by grantees. The PMU will directly pay suppliers, consultants and contractors as a preferred mode of payment. The procurement section of the PIM will also provide additional guidance on procurement pursuant to these grants.
155. Together with the initial AWPB, an 18-month Procurement Plan will be formally submitted by the PMU to the NPSC. After approval by NPSC, the Procurement Plan will be uploaded to IFAD's OPEN for prior review and issuance of No Objection.
156. The Procurement Officer and Procurement Assistant will be nominated for enrolment under IFAD's BUILDPROC Procurement Training Program.
157. Whenever appropriate to foster beneficiary co-ownership and specific sub-project sustainability, procurement via community participation will be encouraged.

3.9 Risks and Risk Management

158. **Environmental and social risk:** Environmental and social risks are deemed 'moderate'. The project is anticipated to generate positive social and environmental benefits through diversified production, value chain development, enterprise initiatives, skill development, and empowerment of youth and women. Proactive targeting and support will be ensured for a priority focus on the majority iTaukei people, with particular focus on the poor and marginalized, women, and youth. Through the implementation of a FPIC plan traditional practices and social and cultural values of the iTaukei will be incorporated in the project. For land-based activities, the project will be limited to agriculture lands, including the rehabilitation of degraded lands for agroforestry and other productive uses. The intention is to progressively discourage further forest encroachment, degradation, and/or deforestation. This will be supported by the development of community climate resilience and community-based ecosystem management plans.
159. **Climate risks:** Climate risks are deemed moderate. Project intervention areas are likely to experience cyclones, floods, landslides, and heatwaves. Mission field observations, stakeholder consultations, and published reports indicate that agriculture and livestock production sectors of the country have been affected by rainfall variability, changes in temperature and pest and disease outbreaks. An early action plan for disaster preparedness and emergency response is in place.
160. **Country fiduciary risk:** Fiji's inherent fiduciary risk rating is 'low'. Fiji's 2023 Transparency International Corruption Perception Index score is 52, one point lower than the 2022 score. However, the inherent risk for BE-GREEN is rated 'moderate'. The lack of qualified accountants and high FM staff turnover are major issues in Fiji and may have an impact on FM and compliance with IFAD reporting. The national budget does not have functional or program classification system and lacks key performance indicators. There is no connection between medium-term expenditure budgeting and costed strategic plans, nor is there a focus on achieving results aligned with a strategic allocation of resources. The spending limit of FJD 150,000 per day could affect the timely payment of project expenditures. The project is funded by multiple sources, which introduces the risk of errors in budgeting and expenditure allocations across financiers, as well as of fund commingling at entities receiving advances for project activity implementation. There are significant challenges in the timely preparation of annual project financial statements, which delays the submission of audit reports by the Office of the Auditor General.
161. **Financial Risk Mitigation measures:** The project will recruit qualified FM staff through an open and transparent selection process. Capacity-building training will be provided at project inception to familiarize project staff with FM requirements. MoUs will be signed between MoAW and participating entities, outlining FM requirements and obligations. A fully customized and well-maintained accounting software, to be in place before project effectiveness, will be used to control and manage project financial operations and mitigate potential internal control risks. In addition, each implementing entity will have ring-fenced bank accounts to separate fund received and track advances. The AWPB will include detailed information on financiers and amount of financing allocated to each activity so the finance team can accurately map expenditure.
162. Furthermore, the PMU must establish effective internal control systems in line with the Committee of Sponsoring Organizations (COSO) framework and the guidelines outlined in the PIM. Intensive training of project FM staff will be provided accordingly. The successful implementation of these mitigation measures will ensure that the project achieves its objectives. However, the residual

risk remains moderate. It will be periodically reviewed, and the rating may be amended based on FM assessments at supervision.

3.10 Implementation Readiness

163. **Project duration:** BE-GREEN first phase will have a six-year duration. This will enable concentrating all the installation and formative activities required for a successful implementation of project activities once the project becomes effective in the first year, start implementation early in the second year and have five full years available for operations. The project is expected to start August 2025.
164. **Year 1:** The first project year will be devoted to: (i) setting up the organisational structure as described under Section 3.1, including: hiring IFAD-financed PMU staff; signing MoUs with MoECC, Ministry of Lands and Mineral Resources, and MoAW's Research Division; signing contracts with the two LIPs, and hiring staff; (ii) carrying out preparatory work to start activities in the communities, including: developing the methodology for the preparation of Vanua Plans, including the adaptation of the Family Farm Teams approach; carrying out value chain analysis preparing the information packages; hiring LIP staff; and training LIP staff; (iii) carrying out the demand assessment of financial services; (iv) developing the targeting and GESI strategy; (v) setting up management systems – financial management, procurement and M&E/KM system, including staff capacity building by specialized consultants/IFAD staff, and setting up the project MIS; (vi) developing detailed guidelines on Component 0 - Rapid Disaster Response; (vii) reviewing and updating the Project Implementation Manual (PIM), building on Annex 9; (viii) launching the project baseline survey; (ix) updating the Environmental, Social and Climate Management Plan(ESCMP) including the FPIC plan; (x) setting up project steering committees at national and provincial level; and (x) conducting an inception workshop for project stakeholders.
165. The inception workshop will aim at developing a common understanding of the project design, updated PIM and guidelines, logical framework and Theory of Change, and getting familiar with the requirements of financial management and procurement. Induction will be organized at national level first, and subsequently in Savusavu.
166. A Project Expeditor will be hired to expedite the set-up of all administrative and financial systems for project management, build staff capacities and assist with the contracting of LIPs. Terms of reference are in the PIM.
167. Finally, the detailed design of the GEF-financed part of the project will take place in 2025 and a PDR-CER will be prepared for submission to GEF by mid December 2025. The design is expected to be approved by June 2026, with the first disbursement anticipated by the first quarter of 2027.
168. **Years 2 to 4:** Activities will be gradually phased in, starting from project year 2.
169. Communities will be phased in in two groups, starting with two districts in 2026, and adding the remaining four districts in 2027. Each community will have a total of four years of direct support before being phased out. Activities under Sub-component 2.2 in a given community will start following the approval of the Vanua Plan. Access to grants under Sub-component 2.3 will start after one year of activity under Sub-component 2.2 in the community.
170. The GEF-financed part of the project, including Component 1, will start implementation in 2026 third quarter. The PMU GEF-financed Technical Manager will be hired then, as well as the Environment and Climate Change Specialist to be based in Suva.
171. A project exit strategy will be prepared by project management building on Section 2.5, after all communities have been phased in and have had one year of implementation under Sub-component 2.2. The project strategy will be reviewed at the MTR, by mid-2028 at the latest, in close collaboration with MoAW/MoECC.
172. **Years 5 to 6:** The PMU's main concern will be to ensure sustainability and the implementation of the exit strategy in close collaboration with MoAW and MoECC. Activities under Component 2 will gradually wind down as communities approach the end of their four-year participation in the project. During their fourth year, each community will receive decreasing levels of direct project support and prepare for project exit in line with the exit strategy. This will include capacity-building efforts to ensure a smooth handover to local institutions, such as producers' organizations, community structures, MoAW, and the Cakaudrove Provincial Youth Council. Investments in POs, MSMEs should be on the pathway for sustainability, including financial access, although any loans, other financial services and residual pipeline development etc, may continue indefinitely assuming a business case.
173. GEF will extend for a total duration of six years starting mid-2026, and will end one year after IFAD financing, along modalities that will be detailed at GEF design.

Footnotes

[1] The design of the GEF investment is planned for June–July 2025, with the aim of submitting the design package to the GEF by mid-December 2025. The mission will finalize the outreach related to the GEF investment.

[2] Fiji Bureau of Statistics, 2024 (projection) <https://www.statsfiji.gov.fj/>.

[3] Fiji Bureau of Statistics, Census of Population and Housing, 2017.

[4] Fiji Bureau of Statistics, Census of Population and Housing, 2017.

[5] Fiji Bureau of Statistics, *2019-2020 Household Income and Expenditure Survey: Main Report*, 2021
<https://www.statsfiji.gov.fj/census-surveys/household-income-and-expenditure-survey/>.

[6] IMF, 2024 <https://www.imf.org/en/Countries/FJI>.

[7] IBID

[8] Climate Risk Country Profile: Fiji (2021): The World Bank Group.

[9] WB, World Development Indicators, 2023 <https://data.worldbank.org/country/fiji>.

[10] HIES (2019)

[11] WB indicators

[12] More details on the methodology, assumptions, source data, and detailed results are presented in Annexes 4 and 4a, which exclusively contain the financial analysis results with different levels of disaggregation.

[13] Assuming that, on average, a HH in beneficiary communities with access to marine resources manages 2 hectares, while those in communities without access to marine resources manage 1.7 hectares.

[14] The GEF PIF aims to benefit 20,000 families; however, the extent of the benefits they will receive remains to be defined.

[15] This is also the approach adopted by the World Bank in the project known as the Fiji Tourism Development Program in Vanua Levu, approved on June 23, 2023.

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 1: Key Files

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 1 - Key Files

Table 1: Rural poverty and agricultural sector issues

Priority area	Affected groups	Major Issues	Actions needed
High level of poverty	Rural poor communities, subsistence farmers, rural iTaukei, women headed family and single women	- Lack of capital to manage available land and lease the productive land, - Inadequate access of skill and improved tools and technologies - Rely on traditional subsistence-based farming, lack of exposure on market driven production and value chain - Poor financial literacy - Frontline on the impact of climate change	- Training on sustainable land management practices, support appropriate tools and technology. - Facilitation to access the finance and skill development - Assist to market led production and value chain. - Diversify production system - Promote commercial agroforestry that requires low investment. - Climate risk assessment and support on adaptation and mitigation measures
Limited income generating activities among Indigenous Peoples	iTaukei	- Limited knowledge in land management - Lack of access to finance, skill, and technologies - Low exposure to market - Traditional farming approach - Frontline on the impact of climate change	- Strengthen communal support system to generate income. - Sustainable land management - Access to finance and entrepreneurship development - Promote agri or cultural tourism - Support to upscale handicraft - Assist on market led production and value chain - Actively participate in planning, implementation, and monitoring activities

Priority area	Affected groups	Major Issues	Actions needed
Gender inequalities	Women, especially rural girls and single women	- Limited to unpaid home and social works - Uneven work load within household - Obstacles to explore advanced opportunities. - Very limited access to finance	- Support economic diversification by creating new income generating opportunities - Drudgery reduction activities, tools, and technologies - Gender training and awareness of community - Access to finance and capital
High unemployment rate and low-income opportunities and livelihood diversification	Rural youth: male and female	- Lack of skill comparative to the market needs - Inadequate opportunity to expand network and outreach. - Crisis on capital to start the enterprises or business. - Female youth have very limited exposure	- Capacitate to provide services to the farmers to MSMEs - Engage in market led value addition - Startup and incubation support - Support on technology transfer - Access to finance
Access to capital	All project targeted groups	- Lack of financial knowledge and exposure - Limited practice of bank loan and/or services - Inadequate collateral to get loans. - Unprofitable production - Limited connection to markets - Challenge in meeting bank requirements e.g. financial statements of previous years	- Orientation on Financial Education and Business Literacy - Linkages with rural finance - Create environment for creation/ development of viable cooperatives/ farmer organisations - Build credit enhancements to support non collateralized investments - Improve productivity of farmers and create business skills. - Establish platforms for direct engagement between farmers and financial institutions.

Priority area	Affected groups	Major Issues	Actions needed
Inadequate value chain infrastructure	Semi-commercial and commercial farmers, MSMEs, agribusinesses, tourism businesses	- Challenge on storage, processing, and marketing - High cost of transportation - Inadequate transport network and linkages i.e. road, sea, air. - Lack of market information or intelligence - Highly dispersed smallholders with low production volumes	- Provide relevant post-harvest equipment - Training on food processing and preservation - Provide relevant food processing equipment - Improve rural road network to access farms. - Advocate for improved sea and air transport linkages - Consider Storage or aggregation facility for farming groups - Set up organised system of disseminating market information e.g. SMS text bulletin
Market led production and access to market	Subsistence to commercial farmers, MSMEs	- Absence of planned or organised planting programme - Lack of information on market needs or requirements - Absence of engagement or partnership with private sector. - Lack of diversified market.	- Market diversification - Training farmers on importance of partnerships. - Establish platforms for direct engagement between farmers and financial institutions. - Set up organised system of disseminating market information e.g. SMS text bulletin
Adaptation to climate change	Subsistence and semi commercial farmers, women, youth, iTaukei	- Period tropical Cyclones - Increasing temperature - Erratic and intense rainfall causing flood and landslides, and damaging crops. - Increasing frequency and intensity of harsh weather events	- Risk screening to avoid climate hazard hotspots and sensitive activities - Aware and capacitate on Climate Smart Agriculture - Support on resilient diversified production - Production of resilient crop varieties - Disaster riskresponse planning with communities

Priority area	Affected groups	Major Issues	Actions needed
Land improvement maintaining biodiversity	iTaukei, all farmers	- Deforestation - Forest encroachment - Forest degradation - Increasing invasive species - Improve use of chemical pesticides and fertilizers - Poor agriculture landuse practices - Lack of awareness of local biodiversity system and its state of health	- Promote Agroforestry - Encourage Multilayer cropping - Training and peer learning on Sustainable land management with key priority on natural resources - Institutional landuse planning in community setting
Detached MSMEs from the farmers	All farmers and MSMEs	- Low quality production - Inconsistent supply - Lack of interest on contract farming - Increasing reliance on import fruits and vegetables to meet local demand - Inadequate value arrangements	- Emphasize contract farming - Support on quality and consistent production - Regular farmer and MSME meet - Organise farmers as group/cooperative to improve viability of production volume

Table 2: Organizational capabilities matrix

Organization	Strengths	Weaknesses	Opportunities	Threats
Ministry of Finance, Strategic Planning, National Development & Statistics	• Budget Credibility: The ministry is responsible for formulating and executing the national budget. The budget in principle reflects the government's priorities. • Transparency: Disclosure of budget information, financial reports, and expenditure details • Comprehensiveness: All aspects of government spending, revenue, and debt. The ministry's focus on comprehensive budgeting • Policy-Based Budgeting: Linking budget allocations to policy objectives • Controls in Budget Execution: Effective controls during budget execution prevent wastage, fraud, and mismanagement.	• Capacity Constraints: High staff turnover leaving gaps in capacity and experience. • Hybrid Systems: Some areas are automated while others are still undertaken manually. This increases risk of inaccuracies. • Inadequate Monitoring and Evaluation: Weak monitoring and evaluation mechanisms. • Challenges in Debt Management: Debt to GDP increased from 48.8% of GDP pre-pandemic to 78% of GDP post-pandemic. Need of balancing borrowing needs with debt sustainability.	• Ministry launched a new National Development Plan. Proposed project aligns to priorities of new Plan. • Ministry keen to improve disbursement of donor funded projects to support economic activity. With appropriate compliance systems in place, this could support project implementation.	• Risk of rigidity for operational adaptation • High debt rate to GDP may lead to restricted areas of financing by donor funding • Co-financing capability is symbolic. • Project financial, procurement and administrative set-up need to be aligned with Government rules and regulations unless otherwise agreed.

Ministry of Agriculture and Waterways	• Mandated in agriculture: The ministry is passionate, dedicated, and committed to delivering the best agricultural services for all Fijians. • Improved transparency in operations: Committed to the highest ethical standards, the ministry prioritizes honesty, transparency, and trustworthiness in its operations. • Steady accountability: The ministry takes responsibility for its actions and decisions, ensuring the best outcomes • Strong Political will for growth. New management team in Ministry are keen to harness potential in sector, in particularly to raise the value of returns to farmers. • Data collection and monitoring system. Ministry has invested in improving its data collection and monitoring system with increased use of technology. • Past fiduciary experience with IFAD. The Ministry met the fiduciary requirements of IFAD when it was selected as an implementing agency for the Fiji Agricultural Partnership Project in 2014.	• Insufficient support programmes for non-sugar crops and livestock: Despite the successful and matured CADP, programme coverage tends to be insufficient in both scale and continued investments to help achieve results to meet the market demands. • Weak and inconsistent Extension Services. Due to lack of resources (manpower, vehicle, equipment), farmers do not receive consistent support from Extension Officers. • Weak adaptive research. Linking the activities of research stations to the needs of farmers and agri-businesses to support production yield, post harvest processing, pest management and market access is weak due to lack of capacity, resources and working in silos. • Gaps in key technical positions. A number of technical positions within Ministry are not filled due to absence of suitably qualified individuals e.g. veterinarians. • Weak institutional environment for innovation. The Ministry manages projects which have been ongoing for	• Ministry is more open to engage with or partner private sector and NGOs in delivering initiatives. • Ministry is already participating in existing IFAD projects (PIRAS, JPRWEE). This proposed project offers opportunity to deepen collaboration. • Ministry launched a new Strategic Development Plan in December 2023. The proposed project can play a major role in contributing to the achievement of targets in this new Plan. • Ministry has a Policy for Gender in Agriculture adopted in 2022. This proposed project can be a catalyst to implementing key strategies from this Policy. • Introduce matching grant mechanism to stimulate private sector investments • Improve CADP for extended and inclusive services • Improve roads from farm to main to markets and better connection to tourism market • Awareness building and technical training to both farmers and technical staff in producing what is marketable instead of	• Lack of institutional support for proposed project at all management levels can affect delivery. • Stretched capacity of technical teams (e.g. extensions division) due to numerous projects to support may limit their effectiveness on this proposed project. • Ministry may decide not to outsource implementation in order to maintain control over proposed project. • Sustainability on project initiatives may be compromised if there is high dependency on external technical support.

		many years without a proper evaluation of its results. This crowds out new ideas or initiatives that go against the norm. • Restricted Movements of Fresh Produce: Inefficient transportation systems and consciously planned road network to link farm to markets can lead to delays in moving produce from farms to markets. • Insufficient ag technologies: Insufficient public and private investments in non-sugar agricultural sector and subsectors, such as machinery, irrigation systems, and pest control methods to help achieve market efficiency. Provision of agricultural tools is still in an administrative manner and yet to be need responsive. • High Production and Labor Costs in the sector: Fiji faces challenges related to high production costs and labour inefficiencies. These factors impact the competitiveness of Fijian agricultural products • No matured finance mechanism for public and private partners: Investment in financing needs along the supply	selling surplus of what is produced. • Promoting organized production to reach better market efficiency and better price premium • Promote ecotourism with diversified agricultural IGAs • Extend production seasonality by introducing facility agriculture • Promote women and youth on-farm and off-farm entrepreneurship	

Organization	Strengths	Weaknesses	Opportunities	Threats
		chains including capital for inputs, equipment, and expansion, post-harvest management, market growth		

Ministry of Tourism and Civil Aviation	• Focused mandate: The ministry's focus is on increasing value from tourism, with the civil aviation sector a key facilitator. • Industry Collaboration: The Ministry has a strong linkage with its stakeholders such as Tourism Fiji, Fiji Hotel and Tourism Association, Fiji Airways, and others.	• Facilitator not implementor. The Ministry plays a key facilitative role in steering developments in the tourism and civil aviation sectors. It has limited capacity to directly implement projects. • Infrastructure Challenges: Fiji's remote island geography poses infrastructure challenges for both tourism and civil aviation. Developing and maintaining airports, airstrips, and other facilities across the archipelago can be resource-intensive and logistically complex. • Environmental Impact: Balancing tourism growth with environmental conservation is critical. Concerns related to sustainable practices, waste management, and preserving Fiji's natural beauty need to be addressed while developing tourism. Ministry relies on other government enforcement agencies to monitor environmental impact of tourism. • Capacity Building: Industry is private sector driven. The Ministry needs to continue to develop / attract the expertise and experience to manage and support the sector.	• Ministry is lead implementing agency for World Bank's Vanua Levu Tourism Development Programme. • Link tourism sector with others such as agriculture • Promote environmentally friendly and eco-sensitive tourism • Pilot training programme for rural labour transformation • Encourage youth and women in tourism employment and self-employment • Explore how to increase the value earned/ retained by local/community tourism operators and MSMEs	• Narrow focus of Ministry on tourist numbers and visitor yields may compromise broader goal of proposed project related to improved rural livelihoods and food and nutrition security. • Market weight highly oriented toward international segments, high depending on airlines and road connectivity • Limited set of derived products • Possible conflicts in land use with conservation and protection regulations, and other sectors' use such as agriculture and forestry • Highly dependent on import products and produce to supply the hotels and restaurants

Organization	Strengths	Weaknesses	Opportunities	Threats
		• Rural labour transformation: The nature of rural labour is evolving in response to internal and external forces e.g. rural urban migration, seasonal worker schemes. With ongoing plan for rural ecotourism, there will be increasing need of transforming the conventional rural labour force into qualified service labour		

Ministry of Rural and Maritime Development and Disaster Management	• Integrated Rural Development Framework: Mandated to establish an Integrated Rural Development Framework at the divisional level. This structure coordinates and implements development initiatives in Fiji's rural sector • Consultative Forums: The establishment of Divisional Development Boards and Provincial Development Boards serves as consultative and planning forums for rural development. These boards facilitate community participation and ensure local needs are addressed. • Resilience and Disaster Management: The ministry oversees disaster risk management and resilience building efforts. It plays a critical role in ensuring rural communities are prepared for emergencies and natural disasters. • Manpower capability. The Ministry has officers based in every district around the country. • Working with non-Government sector. The Ministry has a strong track record for working with agencies in the public and private sector, including NGOs, to deliver rural development	• Resource Constraints: As with many government agencies, equipping their officers in rural and remote areas with the tools to effectively carryout their duties is a challenge. • Balancing Priorities: The Divisional Teams have heavy workload as they respond to the diverse needs/requests of rural communities, including infrastructure assistance, welfare assistance, settling disputes, new development consultation, etc. • Timeliness and Efficiency: Delays in research processes and limited opportunities for staff to go abroad for better improved knowledge and sharing. • Capacity constraints: Staff would benefit from training and capacity building, including mentoring to help manage the wide range of duties/activities they are expected to carryout. For example, they play roles of conflict mediators, negotiators, data gathering, reporting writing, prepare project papers etc. for which they have not received proper training.	• Close association between development of maritime, agriculture and rural growth • Broad consultative mechanism for informed advisory service and decision making • Risk and disaster management systems in place to the community level. • Strengthen community planning and synergy between cross sectoral development initiatives.	• Lack of prioritization in multi-sector management and coordination • Slow progress in introduction and adoption of management tools • Continuity of development initiatives affected by budget uncertainty. • Government agencies and partners working in silos and not coordinating in their development initiatives.

Organization	Strengths	Weaknesses	Opportunities	Threats
	initiatives or during times of national disaster.			

Ministry of Environment & Climate Change	• Environmental Conservation and Protection: Mandated and dedicated to conserving Fiji's unique ecosystems, including its lush rainforests, pristine coastlines, and diverse marine life. The Ministry oversees the implementation of the Environment Management Act, the overarching environmental law in Fiji. • Policy Formulation and Implementation: Actively engages in policy development and implementation related to environmental protection, climate change, and sustainable development. These policies guide Fiji's actions on a global stage. • International Commitments and Agreements: Fiji has been a strong advocate for global environmental initiatives. The ministry actively participates in major international agreements, related to climate change and promoting sustainable practices. • Collaboration with Non-Government Actors. The Ministry has a strong network of NGOs it works with to support implementation of its programmes, in particular global commitments. • Project management experience. The Ministry has project management	• Manpower constraints: Core staff are limited with high reliance on project officers funded by external projects that often carryout responsibilities to their respective projects as well as that of the Ministry. • Enforcement Challenges: Ensuring compliance with environmental regulations and their enforcement can be challenging due to the lack of sufficient technical staffing. Effective enforcement, monitoring, and penalties for violations are yet to be fully effective. • Balancing Economic Development and Conservation: Fiji's economic growth often relies on sectors like tourism, agriculture, and fisheries. The ministry faces the delicate task of balancing development needs with environmental protection to avoid irreversible damage.	• Ministry is focal point for GEF and has selected IFAD to programme its GEF 8 Star allocation for 'biodiversity' and 'land degradation'. • Eligibility for international funding such as GCF • Technical training of staff incorporated in programme and project implementation • Cooperation and synergy building with other sector actors, influencers, supporters and decision makers. • Strengthen mainstreaming of climate change adaptation initiatives in projects financed by Govt and partners.	• Inability to fill technical positions to effectively carryout its regulatory functions under Environment Management Act due to lack of funding, high staff turnover or inferior pool of candidates. • Major policy decision-makers prioritise economic growth focused development with little or not regard for short, medium and long term environmental and social consequences. • Lack of success stories to support policy formulation and continued implementation

Organization	Strengths	Weaknesses	Opportunities	Threats
	experience at different levels based on the scale of initiatives that it has managed in the past. This includes financial reporting, procurement and project administration.			

Ministry of iTaukei Affairs	• Custodian of iTaukei Records: The MTA is the custodian of official records related to iTaukei land, fishing grounds, headship titles, traditional knowledge, and expressions of culture. This responsibility ensures the preservation and protection of valuable heritage with very detailed and up to date data base • Dispute Resolution: Mandated to handle disputes over land, fishing grounds, chiefly titles, and traditional headship titles. Its role in resolving conflicts contributes to stability and harmony within the community. • Advocacy for Language and Culture: Through advocacy programs, the MTA safeguards and preserves iTaukei language and culture. This commitment helps maintain cultural identity and heritage. • Direct Link with Government and Provinces: The MTA acts as a direct link between the government, iTaukei institutions, and administration across the fourteen provinces. This facilitates efficient communication and coordination. • Inclusion in Economic Development: MTA is now enlisted in the broader mission to create economic prosperity	• Limited Resources: as many government agencies. • Lengthy processing: following the process of free, prior and informed consent, process and processing can sometimes slow down decision-making and responsiveness, impacting the timely implementation of programs. • Balancing Tradition and Modernization: Striking a balance between preserving traditional practices and adapting to modern governance can be challenging. • Complex Land Disputes: Handling land disputes can be intricate due to historical, cultural, and legal complexities.	• Ministry has an additional focus on economic development of iTaukei communities. Proposed project has IP as a mainstreaming theme. This presents opportunity for collaboration. • Ministry in process of completing a new Village Profile and Integrated Village Development Plans (IVDP) for all iTaukei villages. Opportunity for project to build upon these IVDPs. • Promotion of community level engagement in economic initiatives through iTaukei system of 'solesolevaki' has similarities with group-based approach promoted through various IFAD interventions. • Harmonized planning for land conservation and use • Sustainable exploitation of cultural heritage in tourism market • Existing channels of communication for IP consent • Good integration with other government programmes • Inclusiveness with social economic balance • Comprehensive database assisting decision making	• Slow decision on land use and community level agreement • Risk of social gap widening in community • Lack of market adaptation for cultural heritage products and services aiming the tourism sector • Insufficiency in ToT or community facilitators. • Disruption of community cohesion giving rise to disputes due to internal or external factors. • Potential conflict between communal obligation/ pursuits versus individual entrepreneurial pursuits.

Organization	Strengths	Weaknesses	Opportunities	Threats
	for all Fijians. This integration enhances opportunities for the iTaukei peoples.			
Ministry for Trade, Cooperatives, Small and Medium Enterprises and Communications	• Policy Formulation and Implementation: The MTCSME is responsible for formulating and implementing policies and strategies related to trade, cooperatives, and small and medium enterprises (SMEs). This proactive approach contributes to economic growth and stability. • Promotion of Co-operative Businesses: The department within MTCSME focuses on facilitating the promotion, establishment, and monitoring of co-operative businesses in Fiji. • Training and Skill Development: actively engaged in training and up-skilling co-operative society members and officials. This investment in human capital enhances the effectiveness and sustainability of co-operatives. • Collaboration with private sector. The Ministry has a strong working relationship with the private sector.	• Fragmented Measures: Historically, Fiji has implemented ad hoc and piecemeal measures targeted at the micro, small, and medium enterprise (MSME) sub-sector. These fragmented efforts hinder coordinated interventions and comprehensive development. • Efficiency Challenges: Like many institutions, the MTCSME may face efficiency challenges. Balancing administrative processes, resource allocation, and timely decision-making can be complex. • Working with Informal Institutions: Informal institutions, while valuable in certain contexts, might sometimes be used to pursue political agendas or actions that are not publicly popular or even legal. Striking the right balance between formal and informal mechanisms is essential.	• Pro-sector development policy enhancement • Continued support to cooperative development and potential for production and marketing cooperative growth • Well-structured governance building and legal registration. • Inclusive approach in nurturing informal institutions and support them moving under legal framework	• Possible confusion on genuine entrepreneurship • State-grant support culture and lack of market-led approach • Long processing for legal registration and risk of discouraging formalization of start-up cooperatives • Historical record of cooperatives in Fiji is not good due to mismanagement and lack of holistic support. This may hinder willingness of communities/ farming groups to work together.

Organization	Strengths	Weaknesses	Opportunities	Threats
Ministry of Fisheries	• Clear mandate: Management of Fiji's marine resources, including inshore and offshore fisheries and aquaculture. • Policy Formulation: Developing policies related to sustainable fishing practices, conservation, and resource utilization. • Stakeholder Engagement: Collaborating with fisher organizations, local communities, and other stakeholders to promote sustainable practices. • Research and Data Collection: Efforts to gather scientific data and research support informed decision-making.	• Challenges in enforcing regulations and ensuring compliance with fishing rules. • Limited infrastructure for monitoring, surveillance, and control of fishing activities. • Capacity Building: Insufficient investment in education, training, and extension services for Ministry staff. • Inconsistent extension and research support. Due to lack of resources and technical knowledge, many extension initiatives, particularly in aquaculture, have not been sustainable. • Poor state of institutional infrastructure. Ministry research facilities are in need of major investment to ensure it is more responsive to the needs/demand from the industry and community. • Low success rate of development programmes: Despite decades of investment in research and extension programmes in aquaculture, mariculture, and seaweed farming, there has been very limited commercialisation success.	• Good knowledge on marine resources under stable policies for sector development • Fluid channels in inter-ministerial coordination, partnership with donor agencies, and grassroots sector and trade communities • Extensive research scope and updated data base in support of sector development and thematic identification. • Strengthen market led approaches by linking up with private sector, particularly in aquaculture, mariculture and seaweed.	• A system without enforcement capacity and minimum required resources in support of sustainable development • Over-emphasis on marine resources and lack of knowledge for inland commercial aquaculture

Organization	Strengths	Weaknesses	Opportunities	Threats
Ministry of Forests	• Clear mandate: Management of Fiji's forest resources, including indigenous and plantation forests. • Policy Formulation: Strong policy environment which is in line with international best practices. • Stakeholder Engagement: Strong collaboration with local communities or forest owners, as well as extraction industry and other stakeholders to promote sustainable practices. • Research and Data Collection: improved capability and capacity for scientific data gathering, GIS and research to support informed decision-making.	• Challenges in enforcing regulations such as Code of Logging Practice due to lack of resources and capacity. • Capacity Building: Insufficient investment in education, training, and extension services for Ministry staff. • Working in silo: Lack of cross sectoral engagement with other landuse stakeholders (agriculture, mining and quarrying).	• Completed REDD+ Readiness through WB support and ready to trade in carbon markets. • Various ongoing programmes can provide entry points for collaboration with proposed project e.g. emission reduction programme, 30 million tree initiative etc. • Strong political will to explore avenues to increase the value of benefits accruing to local communities from the sustainable management of their forest resources such as through agroforestry, incentive-based schemes, agri/eco-tourism etc. • Strengthen link between forest/agriculture development with biodiversity conservation and management, and support to ecosystem services.	• Inadequate resourcing of monitoring and surveillance functions. • External influence on forest communities to prioritise short-term gains at the expense of long-term benefits from a well-managed forest resource. • Increasing preference for introduced timber species which will reduce the stock of native species in the long term.

Table 3: Complementary donor initiatives / partnership potential

Donor/Agency	Project	Geographical Area	Remarks
World Bank	Vanua Levu Tourism Development Programme USD 61.5 million, Phase 1 June 2023 – June 2029	Vanua Levu	- Objective is to strengthen targeted infrastructure and essential services, increase coordination and private sector participation in tourism, and enhance environmental sustainability of tourism assets in Vanua Levu - Key activities include developing an Integrated Tourism Master Plan, Support MSME development and expansion, strengthen natural resource management and conservation, upgrade infrastructure (airport, roads, water, sewerage treatment, renewable energy) and cityscape improvement for Savusavu and Labasa town. - Expected to benefit at least 60,000 men and women by creating new jobs
Asian Development Bank	Enhancing Gender Equality Outcomes in Pacific Member Countries (Technical Assistance) USD 2.6million Dec 2023 – Dec 2029	Pacific Island Countries, including Fiji.	This initiative focuses on enhancing gender equality results by providing targeted technical support, policy advice, knowledge sharing, and capacity building. It aims to improve gender mainstreaming during project entry for new endeavours and support the implementation of ongoing gender-mainstreamed projects across various sectors. Additionally, it will assist in implementing countries' policies and gender action plans.
	Unleashing Asian Female Entrepreneurship with Digital Technology (Technical Assistance) USD 225,000 Dec 2023 – June 2025.	Selected Asia and Pacific countries, including Fiji.	The project aims to empower female entrepreneurs in the context of digital technology across several Asian economies.

Donor/Agency	Project	Geographical Area	Remarks
	Rural Electrification Support Project USD 3 million Jan 2024 – June 2027	Buca Bay Village, Cakaudrove Province, Vanua Levu Tiliva Village, Kadavu	The proposed project will demonstrate hybrid renewable energy model, combining mini hydropower, solar photovoltaic based mini-grid system, and battery energy storage system to supply stable clean electricity in rural Fiji.
	Pacific Region Infrastructure Facility Coordination Office—For Quality, Climate, and Socioeconomic Resilient Infrastructure (Technical Assistance) USD 13.45 million Nov 2023 – Dec 2027	Pacific Island countries, including Fiji.	- Enhance the quality and coverage of infrastructure in the Pacific. - Emphasize infrastructure quality principles and promote greater climate and socioeconomic resilience. - Strengthen coordination among PRIF partners. - Improve infrastructure policies, regulation, planning, and management.

Donor/Agency	Project	Geographical Area	Remarks
FAO	Community Based Integrated Resource Management (GEF 6) USD 2,119,425 2022 – 2026	- Provinces of Ra and Tailevu on the island of Viti Levu, Fiji 17 villages or 21 land owning units in the District of Dawasamu and Namena in Tailevu Province and Nakorotubu in Ra	- Aims to promote community based integrated natural resource management at landscape level, - Expected to benefit approx. 3,500 individuals. - Expected to bring 47,719 ha of land under improved land use plan integrating natural resource management at district level through the development of appropriate land use plans, community integrated development plans and implementation of appropriate restoration programmes. - Will also provide training and support income generating activities to reduce poverty and generate rural employment, revitalise traditional knowledge and food practices, builds community resilience, and engage of women and youth on sustainable land management. - Operational partners agreement to be signed with Ministries of Finance, Fisheries and Forests, Agriculture and Waterways, Environment, Foreign Affairs and iTaukei Affairs.
	Support to the Formulation of Full GCF Proposal titled 'Fiji Forest Landscape Restoration for climate benefits and resilience'. USD 385,000 2023 – 2025	Fiji wide	- FAO is supporting the formulation of a full proposal. - The project aims to enhance climate resilience and restoration efforts in Fiji

Donor/Agency	Project	Geographical Area	Remarks
	Support to the Development of New Planted Forest Policy USD 155,000 2023 – 2025	Fiji wide	• FAO is assisting Fiji in developing a new policy related to planted forests. • This policy will contribute to sustainable forestry practices and environmental conservation.
UNDP	Accelerator Lab Co-built as a joint venture with the Federal Ministry for Economic Cooperation and Development of Germany and the Qatar Fund for Development.	• Pacific island countries, including Fiji.	• Taps into local innovation to address social and environmental challenges. • Notable innovation supported in Fiji was Smart Farms Fiji – Home-based Hydroponic Farming Kits. This initiative promoted sustainable agriculture through hydroponic farming kits as part of a successful coping strategy during Covid-19
Conservation International	Safeguarding Marine & Terrestrial Biodiversity in Fiji (GEF 7) USD 7,244,491 June 2022 – 2027	Fiji wide	• Project objective is to establish new marine and terrestrial protected areas within priority areas of biodiversity and strengthen Fiji's protected area network, improve the management of key biodiversity areas in forests and coastal ecosystems to protect Fiji's most threatened biodiversity, and strengthen policy and financing pathways to secure ecosystem services and other benefits to island communities into the future.
People's Republic of China	Northern Division Road Update Project FJD 200 million Feasibility study stage	Vanua Levu • Nabouwalu to Nasolo bridge (junction Nasavu), 15km • Wailevu west - Nabalebale to Dogoru bridge, 35km • Natewa west coast – Nacavanadi to Korotasere, 30km	• This road development project in Vanua Levu will include the upgrading of roads with a total length of 82 kilometres and construction of 22 bridges, that will connect 61 villages.

Table 4: Target group typology, priority needs and potential response

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Subsistence farmers no surplus, at risk of poverty and vulnerable to economic, environmental and climatic shocks.	• Improper land management largely from land cleaning • Traditional subsistence-based production and productivity due to lack of access to services, tools, and technologies • Lack of exposure on market led production and value chain. • Unable to cope with climate change.	• Sustainable and integrated land management practices • Market led production and value chain. • Improved access to service • Support on capacity building, tools, and technologies • Link with rural finance • Awareness and capacity building on climate smart practices • Organise as a group or cluster of farmers	• Improved knowledge of climate resilient farming methods. • Improve knowledge of sustainable land use farming methods • Diversified production • Integrated farming • Improved skill and capacity: tools, technology, and finance • Link with market	• Social assistance program • Regular agriculture support from government • Free seedlings/seeds from Ministry of Agriculture • Potential access to training or awareness workshops organised by MoA or other government and non-government agencies.	• Climate resilient diversified production • Develop value chain and marketing. • Strengthen access to inputs • Support proper landuse planning and management

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Semi commercial farmers with little volume of surplus to sell, still highly vulnerable to economic, climate, and environmental shocks.	• Not observing proper Landuse practices • Practising traditional farming techniques • Lack on capital for improved farming • Limited knowledge, skills and capital to expand commercial agriculture surplus	• Identify interested areas for commercialization as per their experience. • Diversify income opportunities. • Aware on investment on production and value chain • Market led production. • Consistency on production and supply • Encourage peer learning i.e. farmer to farmer exchange	• Training on crop planting programme, landuse planning and management. • Improve access to market information • Improve access to training, tools and capital to expand production surplus • Diversity market led production. • Connect to the MSMEs	• Farm access road • Free seedlings/seeds • Participation in training provided by MoA or other govt or non-govt agencies. • Grant funding from MoA	• improve farm viability by raising production and reducing post harvest losses • Training on landuse management • Training on crop planting programme. • Diversify crops based on market demand • Organise with other farmers as a cluster or group • Link with private sector buyers

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Commercial farmers with a good amount of production to sell and rely on livelihood	• Relatively better off due to commercial production • Vulnerable to climate change • Areas of improvement in production • Consistent market • Challenge with transport linkages with market	• Value chain: processing, storage, packaging, branding, marketing etc • Enhance access to improved tools and technologies. • Established contract/relationship with buyers. • Organise group of farmers as 'backup' to quota with existing suppliers. • Adopting basic land management techniques	• Strengthen Value chain linkages • Support greater market access (new markets and expanding existing markets) • Service provision as a lead farmer or input suppliers	• Farm access roads • Grant funding from MoA • Free seedlings/seeds • Participation in training provided by MoA or other govt or non-govt agencies.	• Value chain development • Input supply • Improve farm viability by raising production and reducing post harvest losses • Training on opportunities for processing and value addition. • Organise with other farmers as a cluster or group • Link with private sector buyers
Women: girls and single mother with very fragile economic state	• High poverty level • Social obstacles for work • Limited to non-paid household or farming activities • Lack on income generating activities. • Subsistence farming	• Skill development • Financial literacy • Diversified economic opportunities. • Integrated farming • Livestock and fisheries • Handicraft • Agri and cultural tourism • Gender sensitisation awareness	• Capacity building and skill development • Production support • Enterprises support • Access to finance	• Grant funding from MoA • Free seedlings/seeds • Participation in training provided by MoA or other govt or non-govt agencies.	• Diversified production • Skill development • Connect to the market

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
iTaukei	• Traditional subsistence farming • Lack on income generating activities. • Limited skills and capacity • Communcal obligations burdening households • Limited entrepreneurship capacity	• Improved access to skill, tools, and technologies • Diversified economic opportunities • Basic training on time management, financial literacy, leadership and gender sensitisation.	• Collective land management • Skill development • Tools and technology support • Training on entrepreneurship	• Participation in training provided by MoA or other govt or non-govt agencies.	• Diversified production • Skill development • Connect to the market. • Agri or cultural tourism • Modernize traditional farming technologies
Rural youths, focus on girls	• Lack of exposure • Limited skill • Limited economic activities • Disconnected with MSMEs and market	• Diversified income generating activities. • Attract them in service provision, and enterprises. • Agri or cultural tourism	• Training on entrepreneurship • organise in groups or clusters to encourage peer learning • Identify income generating opportunities • Provide package of incentives i.e. training, inputs, mentoring, link to markets, finance •	• Participation in training provided by MoA or other govt or non-govt agencies.	• Value chain development • Market strengthening • Entrepreneurship bootcamp challenge funds

Table 5: Project actors and roles

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Outcome 1: Alignment of actors, efforts, and resources for holistic island management Component 1: Holistic Island Management	• Develop Integrated Island Management Plan • Stakeholder workshops • Community awareness and engagement. • Stakeholder consultative meetings – village level, district council level, provincial council level. • Capacity and awareness with provincial councils and community leaders.	Ministry of Environment & Climate Change	Ministry of Agriculture & Waterways Ministry of iTaukei Affairs Partners in Community Development Ministry of Rural & Maritime Development & National Disaster Management	Environment NGO Ministry of Fisheries & Forests Ministry of Tourism Municipal Councils

Outcome 2.1: Increased sustainable and market-oriented production from resilient systems Outcome 2.2: Strengthened participatory conservation and restoration, higher adoption of environmentally sustainable and climate resilient practices Component 2: Sustainable and Market-Oriented Production from Resilient Systems	• Resource mapping • Participatory community planning • Community training and capacity building • Implementing Family Farm Team approach • Value chain analysis • Technical trainings • Peer-to-peer farmer extension • Meetings between buyers and sellers • Call for proposals to access small grants Activities related to Outcome 2.2 will be fully articulated during the GEF project design. Potential activities may include: • Establish terrestrial and marine other effective area-based conservation measures (OECMs) (e.g., through conservation leases as part of the national REDD+ strategy) • implement nature-based solutions aimed at improving management and restoring forests and freshwater and coastal ecosystems. • Introduce alternative coastal fisheries and mariculture. • Revival of traditional varieties of wild food crops; • Mangrove restoration • Rehabilitate idle sugarcane lands with diversified farming systems (including	Partners in Community Development Pacific Islands Farmers Organisation Network	Ministry of Agriculture & Waterways Department of Cooperative Ministry of iTaukei Affairs Ministry of Rural & Maritime Development & National Disaster Management Ministry of Environment & Climate Change Ministry of Lands & Mineral Resources Ministry of Fisheries & Forests	Agro Marketing Authority Tei Tei Taveuni Tutu Rural Training Center Partners in Community Development Fiji Cakaudrove Provincial Youth Council Soqosoqo Vakamarama I Taukei ni Cakaudrove Environment NGO Commercial Banks Merchant Finance Ltd Fiji Development Bank

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
	- indigenous varieties); - Implementing community composting initiatives to reduce pollution threats and produce organic fertilizer; - Safeguarding buffer zones through the production of non-timber forest products (NTFPs).			
Outcome 3: Inclusive access to markets and finance Component 3: Inclusive access to markets and finance	- Facilitating partnerships and contracts with high-value markets - Expand farmer-based supply chains - Optimizing post-harvest practices and quality - Training on value addition - Financial literacy training - Launch innovative financial products - Disburse matching grants for climate smart investments for agri-business including eco-tourism.	Pacific Islands Farmers Organisation Network	Ministry of Agriculture & Waterways Department of Cooperatives	Commercial Banks Merchant Finance Ltd Fiji Development Bank

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Outcome 4: Enabling policy and institutional environment Component 4: Enabling policy and institutional environment	- Develop policy instruments to operationalise Fiji Agriculture Sector Policy, improved access to land, livestock sector growth and agri-tourism. - Capacity building of Ministry of EP&S Unit of MoAW - Capacity building of CPYC - Development of KM products. - Convening knowledge sharing events. - Establish project website	Project Management Unit (Ministry of Agriculture & Waterways)	Ministry of iTaukei Affairs Ministry of Environment & Climate Change Ministry of Finance, Strategic Planning, National Development & Statistics Ministry of Youth & Sports	Partners in Community Development Fiji Pacific Islands Farmers Organisation Network Environment NGO Farmer/ Producer Organisations Cakaudrove Provincial Youth Council

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 2: Logframe

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Fiji - Blue Economy and Green Community Development Programme

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				Project M&E	Biannual	PMU	Economic opportunities and investments appropriate and accessible by project Households. Continued MoAW political commitment to development and poverty reduction in target communities through a market based approach.
	Males (number)		4370	13150				
	Females (number)		4370	13150				
	Young (number)		2620	7860				
	Not Young (number)							
	Indigenous people (number)		6550	19650				
	Non-Indigenous people (number)							
	Total number of persons receiving services (number)		8740	26300				
	1.b Estimated corresponding total number of households members				Project M&E	Biannual	PMU	
	Household members (number)		13100	39300				
	1.a Corresponding number of households reached				Project M&E	Biannual	PMU	
	Women-headed households (number)		215	645				
	Non-women-headed households (number)		1700	5095				
	Households (number)		2185	6550				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Project Goal Support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives.	Average household income increase from project support for resilient production				Baseline, Midline, Endline	Baseline, Midline, Endline	PMU	No major changes in Government's development strategies and priorities. Household fully participated. This refers to nominal increase. Landowners are committed to land and ecosystem restoration.
	household (%)	0	10	30				
	Areas of land and ecosystems under restoration				Baseline, Midline, Endline	Baseline, Midline, Endline	PMU	
	Areas of land and ecosystems under restoration (ha)	0	1000	3250				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Development Objective Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection.	2.2.5 Rural producers' organizations reporting an increase in sales				Project M&E	Biannual	PMU	Continued MoAW political commitment to development and poverty reduction in target communities through a market-based approach. Stakeholders committed to collaborating on integrated management approaches. Local stakeholders agree to manage the delineated marine habitats as OECMs (Other Effective Area-Based Conservation Measures). Assumptions outlined in the GHG emissions mitigated estimation are validated, e.g., reduced forest loss, adoption of improved agricultural practices, etc. Assumptions outlined in the GHG emissions mitigated estimation are validated, e.g., reduced forest loss, adoption of improved agricultural practices, etc.
	Number of Rural POs (number)	0	20	60				
	Total number of POs members (number)	0	540	1800				
	Women PO members (number)	0	270	900				
	Men PO members (number)	0	270	900				
	Young PO members (number)	0	160	540				
	Indigenous people PO members (number)	0	400	1350				
	1.2.4 Households reporting an increase in production				Project M&E	Biannual	PMU	
	Total number of household members (number)	0	2400	9600				
	Households (%)	0	25	80				
	Households (number)	0	600	2400				
	Improved ecosystem services and practices				Integrated island management plan, Project M&E	Biannual	PMU	
	Areas of landscapes under improved practices (ha)	0	45000	150000				
	Areas of marine habitat under improved practices to benefit biodiversity (ha)	0	150	500				
	CO2e of greenhouse gas emissions mitigated				GHG assessment	Baseline, Midline, Endline	PMU, IFAD, GEF	
	CO2e of greenhouse gas emissions mitigated (number)	0	338262	1127542				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outcome Outcome 1: Alignment of actors, efforts, and resources for holistic island management.	Number of provincial strategic development plans (SDPs) updated and approved				Project M&E	Biannual	PMU	Provincial and local governments are committed to mainstream the integrated island management priorities into their SDPs and associated budgetary frameworks.
	Number of provincial strategic development plans (SDPs) updated and approved (number)	0	3	3				
	Funding allocated for implementation of priority actions outlined in the updated SDPs (number)	0						

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Outcome Outcome 2.1: Increased sustainable and market-oriented production from resilient systems.	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				Project M&E	Bi-annual, Mid-term, and endline reports	PMU	Private stakeholders willing to source from small-scale producers. Consumer demand and willingness to pay for sustainable production. Communities/groups prepared to participate in planning, and willing to make in-kind and/or cash contributions for development of economic infrastructure, to maintain economic infrastructure, and to participate in self-monitoring and reporting activities. The development of economic activities that enhance family livelihoods is an appropriate incentive for communities to actively engage in environmental protection. Governance and land tenure conditions enable integrated approaches.
	Households reporting improved physical access to storage facilities (%)	0	15	50				
	Total households reporting improved physical access (number)	0	80	80				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				Baseline, Midline, Endline surveys	Baseline, Midline, Endline	PMU	
	Total number of household members (number)	0	2400	9600				
	Households (%)	0	25	80				
	Households (number)	0	600	2400				
	SF.2.1 Households satisfied with project-supported services				Baseline, Midline, Endline surveys	Baseline, Midline, Endline	PMU	
	Household members (number)		0	0				
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (%)	0	30	70				
	Households (number)		0	0				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				Baseline, Midline, Endline surveys	Baseline, Midline, Endline	PMU	
	Household members (number)		0	0				
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (%)	0	30	70				
	Households (number)		0	0				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.1.1: Community climate resilience and ecosystem management plans endorsed.	Number of Vanua Plans developed and endorsed by community				Vanua Plans	Biannual	PMU	Communities prepared to participate in planning.
	Vanua Plans (number)	0	78	78				
Output Output 2.1.2 Producers trained for climate-resilient and market-responsive production, and primary processing.	Number of producers trained on climate resilient production				Project M&E, Training records	Biannual	PMU	Communities willing to explore and adopt new and improved practices. The sufficient quality and capacity of service providers on delivering capacity building training on climate resilient practices. Assumption that migrant HH include both domestic and international migrants receiving remittances and represent 10% of HH in the targeted districts.
	Male (number)	0	360	1200				
	Female (number)	0	360	1200				
	Youth (number)	0	216	720				
	IPs (number)	0	540	1800				
	Marine based producers (number)	0	75	250				
	Land based producers (number)	0	645	2150				
	Total (number)	0	720	2400				
	1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services				Project M&E, Training records	Biannual	PMU	
	Males (number)	0	360	1200				
	Females (number)	0	360	1200				
	Young (number)	0	216	720				
	Indigenous people (number)	0	540	1800				
	Persons in rural areas trained in FL and/or use of FProd and Services (total) (number)	0	720	2400				
	Number of migrant/remittance receiving households trained in financial literacy and/or use of financial products and services				Project M&E, Training records	Biannual	PMU	
	Migrant HHs (number)	0	75	300				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Output Output 2.1.3 Climate smart investments for production, eco-restoration and eco-tourism delivered	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				ME reports and Midterm and Endline surveys	Biannual	PMU	Communities/groups prepared to participate in planning. Communities/groups willing to make in-kind and/or cash contributions for development of economic infrastructure, to maintain economic infrastructure, and to participate in self-monitoring and reporting activities.
	Total size of groups (number)	0	985	3275				
	Groups supported (number)	0	40	65				
	Males (number)	0	490	1635				
	Females (number)	0	495	1640				
	Young (number)	0	295	985				
	Number of marine-based and land-based producers who are part of groups supported by project to manage natural resources and climate-related risks				ME reports and Midterm and Endline surveys	Biannual	PMU	
	IPs (number)	0	735	2455				
	Marine-Based (number)	0	250	840				
	Land-Based (number)	0	735	2435				
Outcome Outcome 2.2: Strengthened participatory conservation and restoration, higher adoption of environmentally sustainable and climate resilient practices								
Output Output 2.2.1 Forests and freshwater habitats under improved management to benefit biodiversity with enhanced local livelihood opportunities.								
Output Output 2.2.2: Fiji's key biodiversity areas and keystone species better managed and protected against climate change and anthropogenic impacts, in alignment with the NBSAP.								
Output Output 2.2.3 Better manage impacts of agricultural land degradation (including abandoned sugar cane fields) and runoff on marine ecosystems and freshwater biodiversity.								
Outcome Outcome 3: Inclusive access to markets and finance, including options to save and invest remittances	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities				Projects M&E	Annual	PMU	Private sector willing to engage in sourcing from small-

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
								scale producers POs continue to participate and actively engage with private sector entities to secure and improve markets and additional business opportunities
	Number of POs (number)	0	10	35				
	Total number of POs members (number)	0	315	1050				
	Women PO members (number)	0	160	525				
	Men PO members (number)	0	155	525				
	Young PO members (number)	0	95	315				
	1.2.5 Households reporting using rural financial services				Project M&E	Biannual	PMU	
	Total number of household members (number)		0	0				
	Households (%)	46	50	66				
	Households (number)		0	0				
	2.2.1 Persons with new jobs/employment opportunities				Project M&E	Biannual	PMU	
	Males (number)	0	75	250				
	Females (number)	0	75	250				
	Indigenous people (number)	0	110	375				
	Young (number)	0	45	150				
	Total number of persons with new jobs/employment opportunities (number)	0	150	500				
Output Output 3.1: Rural enterprises have access to business development services	2.1.1 Rural enterprises accessing business development services				Project M&E	Biannual	PMU	Rural enterprises are willing to participate in innovative forms of planning and support in market-oriented business activities, MoAg is prepared to cooperate with PMU at the central, district, and village

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Rural enterprises (number)	0	200	1350				levels. Proper needs assessment for required rural infrastructure is conducted. Need-based Social mobilization and group management support is available; Extreme climate change shocks do not occur. Sustainable and qualified SLM support is available to provide ecosystem services Continued participation of rural people in financial literacy and increased appetite for capital. Sustainable and qualified finance service providers are available to provide access to finance services. Sufficient viable economic opportunities to attract interest in developing enterprise groups.

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 3.2 Rural enterprises have access to finance	Rural enterprises accessing a new financial service				Project M&E	Biannual	PMU/PFIs/Remittance Pilots	Continued participation of rural people in financial literacy and increased appetite for capital.
	Number of POs/MSMEs/ Producers (number)	0	100	350				
	Migrant HHs (number)	0	500	1500				
	1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas				Project M&E	Biannual	PMU	Sustainable and qualified finance service providers are available to provide access to finance services. Sufficient viable economic opportunities to attract interest of investors. Migrant HH have increased appetite to use a portion of their remittances for productive purposes through financial literacy and new tailored financial services. Migrant households include households in BE-GREEN districts and elsewhere in the framework of the remittances pilot test. Access to remittances-linked financial services (inclusive of digital remittances). Migrant households are differentiated in the M&E system. Service providers see viable market opportunities for

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Service providers (number)	0	1	3				the products and services, including remittance linked services.

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 3.3 Climate smart investments for agri- business including eco-tourism delivered	Rural enterprises supported to sustainably manage natural resources, improve market linkages and value added services				Project M&E/corporate data	Biannual	PMU/PFIs	Continued participation of rural people in financial literacy and increased appetite for capital. Sustainable and qualified finance service providers are available to provide access to finance services and willing to serve project target populations, including individual producers. Sufficient viable economic opportunities to attract interest in developing enterprise groups.
	Number of MSMEs (number)		3	10				
	Number of POs (number)		15	45				
	Number of producers (number)		150	450				
Outcome Outcome 4: Enabling policy and institutional environment	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				Project M&E	Biannual	PMU	National, provincial and local institutions are willing to participate in policy dialogue and policy development and to sustain new skills and processes.
	Number (number)	0	0	3				
Output Output 4.1.1: Innovative policies developed	Number of policy/regulatory instruments prepared				Project M&E	Biannual	PMU	National, provincial and local institutions are willing to participate in policy dialogue and policy development and to sustain new skills and processes.
	Number of policy/regulatory instruments prepared (number)	0	0	3				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Output Output 4.1.2 Institutions strengthened	Number of institutional strengthening programs delivered at national and provincial/local level				Project M&E	Biannual	PMU	National, provincial and local institutions are willing to participate in policy dialogue and policy development and to sustain new skills and processes.
	Number of programs delivered (number)	0	3	10				
Output Output 4.1.3 Innovative models for environmentally sustainable and climate resilient economic initiatives	Number of environmentally sustainable and climate resilient economic models documented				Project M&E	Biannual	PMU	Stakeholder engagement (local communities, private sector actors, and government agencies) and buy-in to participate in the development and documentation of innovative models.
	Number of documented models (number)	0	2	6				

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 3: Project Cost and Financing

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 3: Project Cost and Financing

Summary

Total project cost price contingencies is estimated at USD24.26 million USD (FJD 54.35 million). Total base costs amount to USD23.16 million (FJD 52.11 million). Contingencies account for USD1.09 million (FJD 2.45 million), or 4.73 percent of total base costs.

Component 1 amounts to USD 0.67 million or 2.78% of total project costs. Component 2 is the main investment component representing 46.69% percent of project costs, equivalent to USD11.33 million USD. Component 3 represents 22.78% of the project costs, equivalent to USD5.53 million. Component 4 accounts for USD6.73 million, equivalent to 27.75% of project costs. Project Management is estimated at USD2.31 million or 9.53%.

The estimated project financing includes an IFAD highly concessional loan of USD5.3 million from IFAD 13 Performance-Based Allocation System (PBAS) or 21.8% of total costs, a 8 Star-Allocation grant co-financing of USD 8.23 million (33.9%), and a financing gap of USD 7.7 million. The financing gap of USD 4.7 million (19.4%) may be sourced through subsequent performance-based allocation system cycles and/or through the Borrowed Resource Access Mechanism (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) or by co-financing identified during implementation, while the remaining USD 3 million (12.4%) is anticipated to be financed by an SSTC grant. In the case the financing gap does not materialise, it will not impact the project performance as the project targets and design are developed based on the secured available resources. The Government contribution is estimated at USD 1.17 million, in tax and duties and represents 4.8%. The estimate of tax and duties was based on the rates in effect at the time of the design completion. Additionally, enterprises are expected to contribute USD 1.72 million in cash to match grants offered by the project (7.1%), while beneficiaries' in-kind contribution to community-based grants is estimated at 0.15 million (0.6%). Out of the US\$5.3 million allocated from IFAD13, US\$4,494,000 (84.4%) is dedicated to climate adaptation activities.

Main assumptions

Country: Republic of Fiji

Local currency: Fiji Dollar

Foreign currency: US Dollar

Input currency: US Dollar

Begin year: 2026

Number of years: 6 years

Exchange rate: 2.25

Standard conversion factor: 0.927

Project Cost Structure, Financing and Components

Table 1			
Original and additional financing summary			
(Thousands of United States dollars)			
	<i>Original financing</i>		<i>Total</i>
	<i>IFAD Loan1 13</i>	<i>Financing gap</i>	
IFAD loan1 13	5 300		5 300
Financing Gap		4 700	4 700
GEF8	8 227	-	8 227
Donor (TBD)		3 000	3 000
Private sector (private business)	1 716	-	1 716
Beneficiaries	148	-	148
Borrower/recipient (GOV FIJ)	1 170	-	1 170
<i>Total</i>	16 561	7 700	24 261

Table 2																
Project Component by Financiers																
Components by Financiers (All Detailed Tables (US \$))	IFAD13LOAN		Financing Gap		GEF8		Donor (undetermined)		Private Enterprise		Beneficia ry		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Comp1: Mainstreaming Integrated Island Management /a																
SC1.1: Mainstreaming Integrated Island Management /b	-	-	-	-	674 520	100	-	-	-	-	-	-	-	-	674 520	100
Subcomponent	-	-	-	-	674 520	100	-	-	-	-	-	-	-	-	674 520	100
B. Comp2: Sustainable and market-oriented production from resilient systems /c																
SC2.1: Community climate resilience and ecosystem management plans endorsed	686 444	42	289 949	18	500 000	30	-	-	-	-	-	-	170 805	10	1 647 198	30
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	772 921	12	598 227	9	5 000 000	76	-	-	-	-	-	-	241 967	4	6 613 115	24
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	1 022 566	33	1 885 061	61	-	-	-	-	-	-	148 150	5	16 372	1	3 072 148	13
Subcomponent	2 481 930	22	2 773 237	25	5 500 000	49	-	-	-	-	148 150	1	429 144	4	11 332 461	47
C. Comp3: Inclusive access to market and finance																
SC3.1: MSMEs, including POs, have access to business development services	397 751	31	287 394	22	500 000	38	-	-	-	-	-	-	120 908	9	1 306 053	38
SC3.2: MSMEs, POs and producers have access to finance	392 020	58	187 765	28	-	-	-	-	-	-	-	-	102 315	15	682 100	23
SC3.3: Climate smart investments for agri-business including eco-tourism delivered	902 880	26	902 880	26	-	-	-	-	-	1 716 000	49	-	15 840	0	3 537 600	13
Subcomponent	1 692 651	31	1 378 039	25	500 000	9	-	-	-	1 716 000	31	-	239 063	4	5 525 753	23
D. Comp4: Policy and institutional environment																
SC4.1 Innovative policies developed	44 200	4	66 300	6	932 165	88	-	-	-	-	-	-	19 500	2	1 062 165	4
SC4.2 Institutional Support	99 880	39	145 820	57	-	-	-	-	-	-	-	-	12 300	5	258 000	1
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	-	-	85 170	3	-	-	-	3 000 000	97	-	-	-	15 030	1	3 100 200	13
SC4.4: Project Management	981 339	43	251 434	11	619 944	27	-	-	-	-	-	-	454 862	20	2 307 580	10
Subcomponent	1 125 419	17	548 724	8	1 552 109	23	3 000 000	45	-	-	-	-	501 692	8	6 727 945	24
Total project cost	5 300 000	22	4 700 000	19	8 226 629	34	3 000 000	12	1 716 000	7	148 150	1	1 169 899	5	24 260 679	100

Table 3																
Project Expenditure Accounts by Financiers																
Expenditure Accounts by Financiers (USD)	IFAD13LOAN		Financing Gap		GEF8		Donor (undetermined)		Private Enterprise Contribution Matching		Beneficiary contribution grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs																
A. Works /a	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment and Material /b	171 530.0	56.8	85 000.0	28.2	-	-	-	-	-	-	-	-	45 270.0	15.0	301 800.0	1.2
C. Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
D. Grants and Subsidies	1 797 489.4	19.1	2 757 860.6	29.3	-	-	3 000 000.0	31.8	1 716 000.0	18.2	148 150.0	1.6	0.0	-	9 419 500.0	38.8
E. Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F. Trainings & Workshops	553 481.6	48.2	422 048.8	36.8	-	-	-	-	-	-	-	-	172 152.4	15.0	1 147 682.8	4.7
G. Consultancies and Studies	1 301 607.1	62.8	421 077.8	20.3	42 840.0	2.1	-	-	-	-	-	-	306 798.5	14.8	2 072 323.4	8.5
H. Goods, Services and Inputs	371 142.0	4.2	494 018.0	5.6	7 797 680.0	88.7	-	-	-	-	-	-	126 440.0	1.4	8 789 280.0	36.2
I. Salaries and Allowances	612 770.9	49.1	-	-	386 109.1	30.9	-	-	-	-	-	-	249 720.0	20.0	1 248 600.0	5.1
Total Investment Costs	4 808 021.0	20.9	4 180 005.1	18.2	8 226 629.1	35.8	3 000 000.0	13.1	1 716 000.0	7.5	148 150.0	0.6	900 380.9	3.9	22 979 186.2	94.7
II. Recurrent Costs																
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	65 790.0	28.5	53 040.0	23.0	-	-	-	-	-	-	-	-	111 904.5	48.5	230 734.5	1.0
C. Operating Costs	426 189.2	40.6	466 955.2	44.4	-	-	-	-	-	-	-	-	157 613.7	15.0	1 050 758.0	4.3
Total Recurrent Costs	491 979.2	38.4	519 995.2	40.6	-	-	-	-	-	-	-	-	269 518.2	21.0	1 281 492.5	5.3
Total project cost	5 300 000.1	21.8	4 700 000.3	19.4	8 226 629.1	33.9	3 000 000.0	12.4	1 716 000.0	7.1	148 150.0	0.6	1 169 899.1	4.8	24 260 678.7	100.0

Table 4										
Project Components by Year										
Project Components by Year (USD)			Year							
			2026	2027	2028	2029	2030	2031	2032	Total
A. Comp1: Mainstreaming Integrated Island Management /a										
SC1.1: Mainstreaming Integrated Island Management /b			-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0
Subtotal			-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0
B. Comp2: Sustainable and market-oriented production from resilient systems /c										
SC2.1: Community climate resilience and ecosystem management plans endorsed			193 688.5	346 072.1	423 379.0	277 179.0	277 179.0	79 700.0	50 000.0	1 647 197.6
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing			385 593.6	817 521.6	1 797 000.0	1 297 000.0	1 297 000.0	519 000.0	500 000.0	6 613 115.2
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered			-	974 378.2	975 078.3	590 607.0	532 084.9	-	-	3 072 148.4
Subtotal			579 282.1	2 137 971.9	3 195 457.3	2 164 786.0	2 106 263.9	598 700.0	550 000.0	11 332 461.2
C. Comp3: Inclusive access to market and finance										
SC3.1: MSMEs, including POs, have access to business development services			50 000.0	262 404.1	262 681.9	305 967.1	294 000.0	81 000.0	50 000.0	1 306 053.0
SC3.2: MSMEs, POs and producers have access to finance			119 700.0	145 800.0	145 800.0	139 800.0	121 100.0	9 900.0	-	682 100.0
SC3.3: Climate smart investments for agri-business including eco-tourism delivered			-	124 080.0	535 920.0	1 153 680.0	1 153 680.0	570 240.0	-	3 537 600.0
Subtotal			169 700.0	532 284.1	944 401.9	1 599 447.1	1 568 780.0	661 140.0	50 000.0	5 525 753.0
D. Comp4: Policy and institutional environment										
SC4.1 Innovative policies developed			-	201 433.0	216 433.0	216 433.0	216 433.0	211 433.0	-	1 062 165.0
SC4.2 Institutional Support			26 000.0	41 200.0	53 200.0	53 200.0	53 200.0	31 200.0	-	258 000.0
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives			-	-	627 400.0	927 400.0	927 400.0	618 000.0	-	3 100 200.0
SC4.4: Project Management			343 643.7	389 377.9	391 181.4	395 798.1	377 229.4	342 949.5	67 399.5	2 307 579.5
Subtotal			369 643.7	632 010.9	1 288 214.4	1 592 831.1	1 574 262.4	1 203 582.5	67 399.5	6 727 944.5
Total project cost			1 118 625.8	3 369 718.9	5 562 977.5	5 491 968.1	5 384 210.3	2 598 326.5	734 851.5	24 260 678.7

Detailed Cost Tables by Components

Table 5

Component 1: Mainstreaming Integrated Island

Detailed Costs

All Detailed Tables

	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
A. A. Mainstreaming Integrated Island Management																
Mainstreaming Integrated Island Management /a	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0
	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0
Total	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0	-	67 452.0	134 904.0	134 904.0	134 904.0	134 904.0	67 452.0	674 520.0

/a Detailed according to the GEF design process

Table 6

Subcomponent 2.1: Community climate resilience and ecosystem management plans endorsed

Detailed Costs	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
All Detailed Tables																
I. Investment Costs	7 800.0	-	-	-	-	-	-	7 800.0	7 800.0	-	-	-	-	-	-	7 800.0
A. A. Methodology for developing community climate resilience plans	2 400.0	3 600.0	3 600.0	2 400.0	2 400.0	-	-	14 400.0	2 400.0	3 600.0	3 600.0	2 400.0	2 400.0	-	-	14 400.0
Preparation and printing of maps (a) /a	5 000.0	-	-	-	-	-	-	5 000.0	5 000.0	-	-	-	-	-	-	5 000.0
Community soil testing (b) /b	2 000.0	-	-	-	-	-	-	2 000.0	2 000.0	-	-	-	-	-	-	2 000.0
Development of approach, manual and material for community planning /c	7 800.0	-	-	-	-	-	-	7 800.0	7 800.0	-	-	-	-	-	-	7 800.0
Adaptation of Family Farm Team approach to include environmental awareness and financial literacy (d) /d	25 000.0	3 600.0	3 600.0	2 400.0	2 400.0	-	-	37 000.0	25 000.0	3 600.0	3 600.0	2 400.0	2 400.0	-	-	37 000.0
Production of information packages																
Subtotal A. Methodology for developing community climate resilience plans	6 630.0	6 630.0	6 630.0	6 630.0	6 630.0	-	-	33 150.0	6 630.0	6 630.0	6 630.0	6 630.0	6 630.0	-	-	33 150.0
B. B. Community facilitators	15 000.0	15 000.0	15 000.0	-	-	-	-	45 000.0	15 000.0	15 000.0	15 000.0	-	-	-	-	45 000.0
Community and District facilitators (e) /e	21 630.0	21 630.0	21 630.0	6 630.0	6 630.0	-	-	78 150.0	21 630.0	21 630.0	21 630.0	6 630.0	6 630.0	-	-	78 150.0
Training and empowerment of community and district facilitators (f) /f																
Subtotal B. Community facilitators	7 966.5	15 933.1	-	-	-	-	-	23 899.6	7 966.5	15 933.1	-	-	-	-	-	23 899.6
C. C. Community planning	3 380.0	6 760.0	-	-	-	-	-	10 140.0	3 380.0	6 760.0	-	-	-	-	-	10 140.0
Community awareness /g	-	80 000.0	80 000.0	-	-	-	-	160 000.0	-	80 000.0	80 000.0	-	-	-	-	160 000.0
Family Farm Team training (h) /h	-	2 125.0	2 125.0	2 125.0	2 125.0	-	-	8 500.0	-	2 125.0	2 125.0	2 125.0	2 125.0	-	-	8 500.0
Consultations and planning (i) /i	11 346.5	104 818.1	82 125.0	2 125.0	2 125.0	-	-	202 539.6	11 346.5	104 818.1	82 125.0	2 125.0	2 125.0	-	-	202 539.6
Allowance for champion farming couples (j) /j																
Subtotal C. Community planning	-	50 000.0	150 000.0	100 000.0	100 000.0	50 000.0	50 000.0	500 000.0	-	50 000.0	150 000.0	100 000.0	100 000.0	50 000.0	50 000.0	500 000.0
D. D. GEF support																
GEF support	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	7 500.0	-	150 000.0	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	7 500.0	-	150 000.0
E. E. Staffing	30 000.0	45 000.0	45 000.0	45 000.0	45 000.0	15 000.0	-	225 000.0	30 000.0	45 000.0	45 000.0	45 000.0	45 000.0	15 000.0	-	225 000.0
PCDF Project Coordinator	52 500.0	75 000.0	75 000.0	75 000.0	75 000.0	22 500.0	-	375 000.0	52 500.0	75 000.0	75 000.0	75 000.0	75 000.0	22 500.0	-	375 000.0
PCDF Field Officers	110 476.5	255 048.1	332 355.0	186 155.0	186 155.0	72 500.0	50 000.0	1 192 689.6	110 476.5	255 048.1	332 355.0	186 155.0	186 155.0	72 500.0	50 000.0	1 192 689.6
Subtotal E. Staffing																
Total Investment Costs																
II. Recurrent Costs	10 800.0	14 400.0	14 400.0	14 400.0	14 400.0	3 600.0	-	72 000.0	10 800.0	14 400.0	14 400.0	14 400.0	14 400.0	3 600.0	-	72 000.0
A. A. Travel and Allowances	15 612.0	31 224.0	31 224.0	31 224.0	31 224.0	-	-	140 508.0	15 612.0	31 224.0	31 224.0	31 224.0	31 224.0	-	-	140 508.0
Vehicle lease and running costs (k) /k	15 000.0	-	-	-	-	-	-	15 000.0	15 000.0	-	-	-	-	-	-	15 000.0
Office rent and office expenses (l) /l	10 800.0	14 400.0	14 400.0	14 400.0	14 400.0	3 600.0	-	72 000.0	10 800.0	14 400.0	14 400.0	14 400.0	14 400.0	3 600.0	-	72 000.0
PCDF Office and field equipment Kit /m	30 000.0	30 000.0	30 000.0	30 000.0	30 000.0	-	-	150 000.0	30 000.0	30 000.0	30 000.0	30 000.0	30 000.0	-	-	150 000.0
Travel and DSA (m) /n	1 000.0	1 000.0	1 000.0	1 000.0	1 000.0	-	-	5 000.0	1 000.0	1 000.0	1 000.0	1 000.0	1 000.0	-	-	5 000.0
Overheads (n) /o	83 212.0	91 024.0	91 024.0	91 024.0	91 024.0	7 200.0	-	454 508.0	83 212.0	91 024.0	91 024.0	91 024.0	91 024.0	7 200.0	-	454 508.0
Audit																
Total Recurrent Costs	193 688.5	346 072.1	423 379.0	277 179.0	277 179.0	79 700.0	50 000.0	1 647 197.6	193 688.5	346 072.1	423 379.0	277 179.0	277 179.0	79 700.0	50 000.0	1 647 197.6
Total																

1a (a) Ministry of lands contract

1b (b) Community soil testing

1c (c) Local environmental NGO contracted by PCDF (cost to be confirmed)

1d (d) Tulu Rural Training Center contracted by PCDF (cost to be confirmed)

1e (e) 78 community facilitators and 6 district facilitators x 2 days/week

1f Includes travel, meals, allowance, venue etc. estimated 3 trainings per year

1g Travel, accommodation, meals for PCDF staff - 1/2 day in each village in Yr 1

1h 1-2 days training in the community - Travel, accommodation and meals for facilitators

1i (i) 2-3 days consultations in each village - Travel, accommodation and meals for facilitators

1j Estimated 2-3 champion farming couples per district

1k (k) PCDF lease of vehicle to the project including fuel, maintenance etc.

1l (l) PCDF Savusavu office rental and expenses (utilities, internet, phone, printing etc.) conditioning to accommodate at the same time at least for 4 people

1m 1. One set of camera and accessories, 2. Working equipment for the project manager, including laptop and tablet, 3. Six tablets, i.e. one for each of the six district coordinators

1n (m) Travel between Suva and Savusavu

1o (n) National office costs - Contribution to ED, Finance Manager, M&E, Comms, Audit etc.

Table 7

Subcomponent 2.2. Support services for sustainable, market-oriented production**Detailed Costs**

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Value chain analysis																
Value chain analysis for priority value chains (a) /a	63 072.0	-	-	-	-	-	-	63 072.0	63 072.0	-	-	-	-	-	-	63 072.0
Preparation of value chain awareness materials (b) /b	24 000.0	-	-	-	-	-	-	24 000.0	24 000.0	-	-	-	-	-	-	24 000.0
Subtotal A. Value chain analysis	87 072.0	-	-	-	-	-	-	87 072.0	87 072.0	-	-	-	-	-	-	87 072.0
B. B. Value chain interventions																
Value chain awareness (c) /c	20 521.6	20 521.6	-	-	-	-	-	41 043.2	20 521.6	20 521.6	-	-	-	-	-	41 043.2
Trainings (d)	20 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	-	100 000.0	20 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	-	100 000.0
Technology transfers (d) /d	40 000.0	40 000.0	40 000.0	40 000.0	40 000.0	-	-	200 000.0	40 000.0	40 000.0	40 000.0	40 000.0	40 000.0	-	-	200 000.0
Demo plots (d) /e	56 000.0	56 000.0	56 000.0	56 000.0	56 000.0	-	-	280 000.0	56 000.0	56 000.0	56 000.0	56 000.0	56 000.0	-	-	280 000.0
F2F Exchanges (d) /f	40 000.0	40 000.0	40 000.0	40 000.0	40 000.0	-	-	200 000.0	40 000.0	40 000.0	40 000.0	40 000.0	40 000.0	-	-	200 000.0
Subtotal B. Value chain interventions	176 521.6	176 521.6	156 000.0	156 000.0	156 000.0	-	-	821 043.2	176 521.6	176 521.6	156 000.0	156 000.0	156 000.0	-	-	821 043.2
C. C. Farmer Group formation and business planning																
Group meetings/planning	32 000.0	32 000.0	32 000.0	32 000.0	32 000.0	-	-	160 000.0	32 000.0	32 000.0	32 000.0	32 000.0	32 000.0	-	-	160 000.0
Business plan development	16 000.0	16 000.0	16 000.0	16 000.0	16 000.0	-	-	80 000.0	16 000.0	16 000.0	16 000.0	16 000.0	16 000.0	-	-	80 000.0
Subtotal C. Farmer Group formation and business planning	48 000.0	48 000.0	48 000.0	48 000.0	48 000.0	-	-	240 000.0	48 000.0	48 000.0	48 000.0	48 000.0	48 000.0	-	-	240 000.0
D. D. Staffing																
PIFON Project Manager	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	7 500.0	-	150 000.0	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	7 500.0	-	150 000.0
E. E. GEF support																
GEF support	-	500 000.0	1 500 000.0	1 000 000.0	1 000 000.0	500 000.0	500 000.0	5 000 000.0	-	500 000.0	1 500 000.0	1 000 000.0	1 000 000.0	500 000.0	500 000.0	5 000 000.0
Total Investment Costs	334 093.6	754 521.6	1 734 000.0	1 234 000.0	1 234 000.0	507 500.0	500 000.0	6 298 115.2	334 093.6	754 521.6	1 734 000.0	1 234 000.0	1 234 000.0	507 500.0	500 000.0	6 298 115.2
II. Recurrent Costs																
A. A. Travel and Allowances																
Vehicle lease and running costs	18 000.0	24 000.0	24 000.0	24 000.0	24 000.0	6 000.0	-	120 000.0	18 000.0	24 000.0	24 000.0	24 000.0	24 000.0	6 000.0	-	120 000.0
Travel and DSA	13 500.0	18 000.0	18 000.0	18 000.0	18 000.0	4 500.0	-	90 000.0	13 500.0	18 000.0	18 000.0	18 000.0	18 000.0	4 500.0	-	90 000.0
Overheads (e) /g	20 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	-	100 000.0	20 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	-	100 000.0
Audit	-	1 000.0	1 000.0	1 000.0	1 000.0	1 000.0	-	5 000.0	-	1 000.0	1 000.0	1 000.0	1 000.0	1 000.0	-	5 000.0
Total Recurrent Costs	51 500.0	63 000.0	63 000.0	63 000.0	63 000.0	11 500.0	-	315 000.0	51 500.0	63 000.0	63 000.0	63 000.0	63 000.0	11 500.0	-	315 000.0
Total	385 593.6	817 521.6	1 797 000.0	1 297 000.0	1 297 000.0	519 000.0	500 000.0	6 613 115.2	385 593.6	817 521.6	1 797 000.0	1 297 000.0	1 297 000.0	519 000.0	500 000.0	6 613 115.2

/a (a) Includes participatory analysis, market research, validation etc.

/b (b) Includes graphics and key messages that feed into 2.1 information packages

/c (c) Carried out in conjunction with PCDF project awareness and vanua planning

/d (d) Cost is per service provider and value chain

/e (d) Cost is per service provider and value chain

/f (d) Cost is per service provider and value chain

/g (e) National office costs - Contribution to ED, Finance Manager, M&E, Comms, Audit etc.

Table 8

Subcomponent 2.3. Climate smart investments for production, eco-restoration and eco-tourism delivered

Detailed Costs

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Implementation of climate smart grants																
Grants	-	948 160.0	948 160.0	562 970.0	503 710.0	-	-	2 963 000.0	-	948 160.0	948 160.0	562 970.0	503 710.0	-	-	2 963 000.0
B. B. Staffing																
Grant manager	-	25 200.0	25 200.0	25 200.0	25 200.0	-	-	100 800.0	-	26 218.2	26 918.3	27 637.0	28 374.9	-	-	109 148.4
Total Investment Costs	-	973 360.0	973 360.0	588 170.0	528 910.0	-	-	3 063 800.0	-	974 378.2	975 078.3	590 607.0	532 084.9	-	-	3 072 148.4
II. Recurrent Costs																
Total	-	973 360.0	973 360.0	588 170.0	528 910.0	-	-	3 063 800.0	-	974 378.2	975 078.3	590 607.0	532 084.9	-	-	3 072 148.4

Table 9

Subcomponent 3.1. MSMEs, including POs, have access to business development services

Detailed Costs

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Business management and mentoring																
Farmer-Buyer Meetings	-	24 000.0	24 000.0	-	24 000.0	-	-	72 000.0	-	24 000.0	24 000.0	-	24 000.0	-	-	72 000.0
Establishment of outgrower/contract farming schemes	-	9 000.0	9 000.0	-	9 000.0	-	-	27 000.0	-	9 000.0	9 000.0	-	9 000.0	-	-	27 000.0
Training and certification to meet buyer requirements including PGS	-	15 000.0	15 000.0	15 000.0	15 000.0	15 000.0	-	75 000.0	-	15 000.0	15 000.0	15 000.0	15 000.0	15 000.0	-	75 000.0
Subtotal A. Business management and mentoring	-	48 000.0	48 000.0	15 000.0	48 000.0	15 000.0	-	174 000.0	-	48 000.0	48 000.0	15 000.0	48 000.0	15 000.0	-	174 000.0
B. B. Post-harvest management																
Training to improve post harvest handling	-	20 000.0	20 000.0	20 000.0	20 000.0	-	-	80 000.0	-	20 000.0	20 000.0	20 000.0	20 000.0	-	-	80 000.0
Establishment of Internal Control Systems	-	10 000.0	10 000.0	10 000.0	-	-	-	30 000.0	-	10 404.1	10 681.9	10 967.1	-	-	-	32 053.0
Subtotal B. Post-harvest management	-	30 000.0	30 000.0	30 000.0	20 000.0	-	-	110 000.0	-	30 404.1	30 681.9	30 967.1	20 000.0	-	-	112 053.0
C. C. Value addition																
Training on value addition, food safety, packaging	-	20 000.0	20 000.0	20 000.0	10 000.0	-	-	70 000.0	-	20 000.0	20 000.0	20 000.0	10 000.0	-	-	70 000.0
Direct marketing support	-	16 000.0	16 000.0	16 000.0	16 000.0	16 000.0	-	80 000.0	-	16 000.0	16 000.0	16 000.0	16 000.0	16 000.0	-	80 000.0
Technology transfer	-	24 000.0	24 000.0	24 000.0	-	-	-	72 000.0	-	24 000.0	24 000.0	24 000.0	-	-	-	72 000.0
Subtotal C. Value addition	-	60 000.0	60 000.0	60 000.0	26 000.0	16 000.0	-	222 000.0	-	60 000.0	60 000.0	60 000.0	26 000.0	16 000.0	-	222 000.0
D. D. Go-to-market																
Facilitating branding, certification, e-commerce	-	9 000.0	9 000.0	-	-	-	-	18 000.0	-	9 000.0	9 000.0	-	-	-	-	18 000.0
Provision of traceability related training	-	15 000.0	15 000.0	-	-	-	-	30 000.0	-	15 000.0	15 000.0	-	-	-	-	30 000.0
Subtotal D. Go-to-market	-	24 000.0	24 000.0	-	-	-	-	48 000.0	-	24 000.0	24 000.0	-	-	-	-	48 000.0
E. E. GEF support																
GCF support	-	50 000.0	50 000.0	150 000.0	150 000.0	50 000.0	50 000.0	500 000.0	-	50 000.0	50 000.0	150 000.0	150 000.0	50 000.0	50 000.0	500 000.0
F. F. Investments in BDS for SMEs																
Investments in BDS for SMEs	50 000.0	50 000.0	50 000.0	50 000.0	50 000.0	-	-	250 000.0	50 000.0	50 000.0	50 000.0	50 000.0	50 000.0	-	-	250 000.0
Total Investment Costs	50 000.0	262 000.0	262 000.0	305 000.0	294 000.0	81 000.0	50 000.0	1 304 000.0	50 000.0	262 404.1	262 681.9	305 967.1	294 000.0	81 000.0	50 000.0	1 306 053.0
II. Recurrent Costs																
Total	50 000.0	262 000.0	262 000.0	305 000.0	294 000.0	81 000.0	50 000.0	1 304 000.0	50 000.0	262 404.1	262 681.9	305 967.1	294 000.0	81 000.0	50 000.0	1 306 053.0

Table 10

Subcomponent 3.2. MSMEs, POs and producers have access to finance**Detailed Costs**

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Study on remittances and rural finance in rural areas																
Study on remittances and rural finance in rural areas	30 000.0	-	-	-	-	-	-	30 000.0	30 000.0	-	-	-	-	-	-	30 000.0
B. B. Development and implementation of financial services for the use of remittances in rural investments																
Development and implementation of financial services for the use of remittances in rural investments	60 000.0	60 000.0	60 000.0	60 000.0	60 000.0	-	-	300 000.0	60 000.0	60 000.0	60 000.0	60 000.0	60 000.0	-	-	300 000.0
C. C. Financial education and digital inclusion program for MSME																
Financial education and digital inclusion program for MSME	6 000.0	6 000.0	6 000.0	6 000.0	-	-	-	24 000.0	6 000.0	6 000.0	6 000.0	6 000.0	-	-	-	24 000.0
D. D. Capacity Building for Financial Institutions to support 4P (workshop, field days, etc)																
Capacity Building for Financial Intitutions to support 4P (workshop, field days, etc)	4 000.0	6 000.0	6 000.0	6 000.0	2 000.0	-	-	24 000.0	4 000.0	6 000.0	6 000.0	6 000.0	2 000.0	-	-	24 000.0
E. F. Staffing																
International rural finance and agribusiness consultant	-	18 000.0	18 000.0	12 000.0	12 000.0	-	-	60 000.0	-	18 000.0	18 000.0	12 000.0	12 000.0	-	-	60 000.0
Rural finance and agribusiness local consultant	-	10 000.0	10 000.0	10 000.0	10 000.0	-	-	40 000.0	-	10 000.0	10 000.0	10 000.0	10 000.0	-	-	40 000.0
Internal Bank support	1 200.0	4 800.0	4 800.0	4 800.0	3 600.0	2 400.0	-	21 600.0	1 200.0	4 800.0	4 800.0	4 800.0	3 600.0	2 400.0	-	21 600.0
PMU Rural finance and agribusiness specialist	7 500.0	30 000.0	30 000.0	30 000.0	22 500.0	7 500.0	-	127 500.0	7 500.0	30 000.0	30 000.0	30 000.0	22 500.0	7 500.0	-	127 500.0
Subtotal F. Staffing	8 700.0	62 800.0	62 800.0	56 800.0	48 100.0	9 900.0	-	249 100.0	8 700.0	62 800.0	62 800.0	56 800.0	48 100.0	9 900.0	-	249 100.0
Total Investment Costs	108 700.0	134 800.0	134 800.0	128 800.0	110 100.0	9 900.0	-	627 100.0	108 700.0	134 800.0	134 800.0	128 800.0	110 100.0	9 900.0	-	627 100.0
II. Recurrent Costs																
A. A. Travel and Allowances																
International consultant travel expenses - Ticket	7 000.0	7 000.0	7 000.0	7 000.0	7 000.0	-	-	35 000.0	7 000.0	7 000.0	7 000.0	7 000.0	7 000.0	-	-	35 000.0
International consultant travel expenses - DSA (a) /a	4 000.0	4 000.0	4 000.0	4 000.0	4 000.0	-	-	20 000.0	4 000.0	4 000.0	4 000.0	4 000.0	4 000.0	-	-	20 000.0
Total Recurent Costs	11 000.0	11 000.0	11 000.0	11 000.0	11 000.0	-	-	55 000.0	11 000.0	11 000.0	11 000.0	11 000.0	11 000.0	-	-	55 000.0
Total	119 700.0	145 800.0	145 800.0	139 800.0	121 100.0	9 900.0	-	682 100.0	119 700.0	145 800.0	145 800.0	139 800.0	121 100.0	9 900.0	-	682 100.0

la a) 10 days for each mission conducted in the year 2, 3, 4 and 5

Table 11

Subcomponent 3.3. Climate smart investments for agri-business including eco-tourism delivered**Detailed Costs**

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. Implementation of matching grants																
Implementation of matching grants /a	-	102 960.0	514 800.0	1 132 560.0	1 132 560.0	549 120.0		- 3 432 000.0	-	102 960.0	514 800.0	1 132 560.0	1 132 560.0	549 120.0		- 3 432 000.0
B. B. Service provider for the TA of maching grant implementation (b)																
Service provider for the TA of maching grant implementation /b	-	21 120.0	21 120.0	21 120.0	21 120.0	21 120.0		- 105 600.0	-	21 120.0	21 120.0	21 120.0	21 120.0	21 120.0		- 105 600.0
Total Investment Costs	-	124 080.0	535 920.0	1 153 680.0	1 153 680.0	570 240.0		- 3 537 600.0	-	124 080.0	535 920.0	1 153 680.0	1 153 680.0	570 240.0		- 3 537 600.0
II. Recurrent Costs																
Total	-	124 080.0	535 920.0	1 153 680.0	1 153 680.0	570 240.0		- 3 537 600.0	-	124 080.0	535 920.0	1 153 680.0	1 153 680.0	570 240.0		- 3 537 600.0

/a 14 cooperatives, 10 SMEs, 23 Women, 23 Youth

/b 4% of the total cost of the matching grants including recurrent cost

Table 12

Subcomponent 4.1. Innovative policies developed**Detailed Costs**

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Policy development																
Policy studies	-	10 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	90 000.0	-	10 000.0	20 000.0	20 000.0	20 000.0	20 000.0	-	90 000.0
Policy workshops	-	5 000.0	10 000.0	10 000.0	10 000.0	5 000.0	-	40 000.0	-	5 000.0	10 000.0	10 000.0	10 000.0	5 000.0	-	40 000.0
Subtotal A. Policy development	-	15 000.0	30 000.0	30 000.0	30 000.0	25 000.0	-	130 000.0	-	15 000.0	30 000.0	30 000.0	30 000.0	25 000.0	-	130 000.0
B. B. GEF Support																
GEF support	-	186 433.0	186 433.0	186 433.0	186 433.0	186 433.0	-	932 165.0	-	186 433.0	186 433.0	186 433.0	186 433.0	186 433.0	-	932 165.0
Total Investment Costs	-	201 433.0	216 433.0	216 433.0	216 433.0	211 433.0	-	1 062 165.0	-	201 433.0	216 433.0	216 433.0	216 433.0	211 433.0	-	1 062 165.0
II. Recurrent Costs																
Total	-	201 433.0	216 433.0	216 433.0	216 433.0	211 433.0	-	1 062 165.0	-	201 433.0	216 433.0	216 433.0	216 433.0	211 433.0	-	1 062 165.0

Table 13

Subcomponent 4.2. Institutional Support**Detailed Costs**

All Detailed Tables

	Base Cost (US \$)								Totals Including Contingencies (US \$)						
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	
I. Investment Costs															
A. A. Institutional Support															
Capacity assessments and capacity building	-	4 000.0	12 000.0	12 000.0	12 000.0	-	-	40 000.0	-	4 000.0	12 000.0	12 000.0	12 000.0	-	
Support to Cuakandrove Youth Council	-	4 000.0	8 000.0	8 000.0	8 000.0	4 000.0	-	32 000.0	-	4 000.0	8 000.0	8 000.0	8 000.0	4 000.0	
Establishment of National Remittance Stakeholder Network	24 000.0	27 200.0	27 200.0	27 200.0	27 200.0	27 200.0	-	160 000.0	24 000.0	27 200.0	27 200.0	27 200.0	27 200.0	27 200.0	
Youth awards	-	1 000.0	1 000.0	1 000.0	1 000.0	-	-	4 000.0	-	1 000.0	1 000.0	1 000.0	1 000.0	-	
Outreach activities	2 000.0	2 000.0	2 000.0	2 000.0	2 000.0	-	-	10 000.0	2 000.0	2 000.0	2 000.0	2 000.0	2 000.0	-	
Youth ambassadors	-	3 000.0	3 000.0	3 000.0	3 000.0	-	-	12 000.0	-	3 000.0	3 000.0	3 000.0	3 000.0	-	
Total	26 000.0	41 200.0	53 200.0	53 200.0	53 200.0	31 200.0	-	258 000.0	26 000.0	41 200.0	53 200.0	53 200.0	53 200.0	31 200.0	

Table 14

Subcomponent 4.3. Innovative models for environmentally sustainable and climate resilient economic initiatives**Detailed Costs**

All Detailed Tables

	Base Cost (US \$)								Totals Including Contingencies (US \$)						
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	Total
I. Investment Costs															
A. B. South South Technical Cooperation Initiative															
South South Technical Cooperation Initiative /a	-	-	600 000.0	900 000.0	900 000.0	600 000.0	-	3 000 000.0	-	-	600 000.0	900 000.0	900 000.0	600 000.0	- 3 000 000.0
B. A. Knowledge and Learning for Climate-Smart Innovation															
Knowledge sharing workshops and learning events	-	-	18 000.0	18 000.0	18 000.0	18 000.0	-	72 000.0	-	-	18 000.0	18 000.0	18 000.0	18 000.0	- 72 000.0
Project newsletter	-	-	1 000.0	1 000.0	1 000.0	-	-	3 000.0	-	-	1 000.0	1 000.0	1 000.0	-	- 3 000.0
Development of knowledge products	-	-	4 400.0	4 400.0	4 400.0	-	-	13 200.0	-	-	4 400.0	4 400.0	4 400.0	-	- 13 200.0
Project website	-	-	4 000.0	4 000.0	4 000.0	-	-	12 000.0	-	-	4 000.0	4 000.0	4 000.0	-	- 12 000.0
Total Investment Costs	-	-	627 400.0	927 400.0	927 400.0	618 000.0	-	3 100 200.0	-	-	627 400.0	927 400.0	927 400.0	618 000.0	- 3 100 200.0
II. Recurrent Costs															
Total	-	-	627 400.0	927 400.0	927 400.0	618 000.0	-	3 100 200.0	-	-	627 400.0	927 400.0	927 400.0	618 000.0	- 3 100 200.0

/a Underdetermined funds

Table 15

Subcomponent 4.4. Project Management

Detailed Costs

All Detailed Tables

All Detailed Tables	Base Cost (US \$)								Totals Including Contingencies (US \$)							
	2026	2027	2028	2029	2030	2031	2032	Total	2026	2027	2028	2029	2030	2031	2032	Total
I. Investment Costs																
A. A. Staffing																
Project Director	21 000.0	42 000.0	42 000.0	42 000.0	42 000.0	42 000.0	10 500.0	241 500.0	21 000.0	42 000.0	42 000.0	42 000.0	42 000.0	42 000.0	10 500.0	241 500.0
Technical Manager - IFAD investment-related activities	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	30 000.0	-	172 500.0	22 500.0	30 000.0	30 000.0	30 000.0	30 000.0	30 000.0	-	172 500.0
GEF investment-related activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Management and Administration Manager	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	6 600.0	151 800.0	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	6 600.0	151 800.0
Procurement Assistant	12 000.0	24 000.0	24 000.0	24 000.0	24 000.0	24 000.0	6 000.0	138 000.0	12 000.0	24 000.0	24 000.0	24 000.0	24 000.0	24 000.0	6 000.0	138 000.0
M&E officer	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	4 400.0	149 600.0	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	4 400.0	149 600.0
KM officer	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	4 400.0	149 600.0	13 200.0	26 400.0	26 400.0	26 400.0	26 400.0	26 400.0	4 400.0	149 600.0
Finance Assistant	7 200.0	14 400.0	14 400.0	14 400.0	14 400.0	14 400.0	2 400.0	81 600.0	7 200.0	14 400.0	14 400.0	14 400.0	14 400.0	14 400.0	2 400.0	81 600.0
Procurement Consultant	16 000.0	24 000.0	12 000.0	12 000.0	12 000.0	12 000.0	12 000.0	100 000.0	16 000.0	24 000.0	12 000.0	12 000.0	12 000.0	12 000.0	12 000.0	100 000.0
Office Assistant	6 000.0	12 000.0	12 000.0	12 000.0	12 000.0	2 000.0	-	56 000.0	6 000.0	12 000.0	12 000.0	12 000.0	12 000.0	12 000.0	2 000.0	-
Gender Equality and Social Inclusion Officer	10 800.0	21 600.0	21 600.0	21 600.0	21 600.0	10 800.0	-	108 000.0	10 800.0	21 600.0	21 600.0	21 600.0	21 600.0	21 600.0	10 800.0	-
Project expeditor	54 000.0	-	-	-	-	-	-	54 000.0	54 000.0	-	-	-	-	-	-	54 000.0
Subtotal A. Staffing	189 100.0	247 200.0	235 200.0	235 200.0	235 200.0	214 400.0	46 300.0	1 402 600.0	189 100.0	247 200.0	235 200.0	235 200.0	235 200.0	214 400.0	46 300.0	1 402 600.0
B. B. M&E System Design																
M&E and KM International Consultant	27 000.0	-	-	-	-	-	-	27 000.0	27 000.0	-	-	-	-	-	-	27 000.0
National inception workshop /a	4 000.0	-	-	-	-	-	-	4 000.0	4 000.0	-	-	-	-	-	-	4 000.0
Provincial inception workshop	4 000.0	-	-	-	-	-	-	4 000.0	4 000.0	-	-	-	-	-	-	4 000.0
Baseline study	30 000.0	-	-	-	-	-	-	30 000.0	30 000.0	-	-	-	-	-	-	30 000.0
Project MIS	20 000.0	20 000.0	-	-	-	-	-	40 000.0	20 000.0	20 000.0	-	-	-	-	-	40 000.0
Mid-term review analysis (performance analysis)	-	-	15 000.0	-	-	-	-	15 000.0	-	-	15 000.0	-	-	-	-	15 000.0
Final evaluation	-	-	-	-	-	30 000.0	-	30 000.0	-	-	-	-	-	30 000.0	-	30 000.0
Provincial steering committees	2 000.0	6 000.0	6 000.0	6 000.0	6 000.0	6 000.0	2 000.0	34 000.0	2 000.0	6 000.0	6 000.0	6 000.0	6 000.0	6 000.0	2 000.0	34 000.0
GEF support to M&E	-	19 099.5	38 199.0	57 298.5	38 199.0	19 099.5	19 099.5	190 995.0	-	19 099.5	38 199.0	57 298.5	38 199.0	19 099.5	19 099.5	190 995.0
Subtotal B. M&E System Design	87 000.0	45 099.5	59 199.0	63 298.5	44 199.0	55 099.5	21 099.5	374 995.0	87 000.0	45 099.5	59 199.0	63 298.5	44 199.0	55 099.5	21 099.5	374 995.0
C. Office Vehicles and Equipment																
Rent of vehicle for field activities	8 000.0	8 000.0	8 000.0	8 000.0	8 000.0	8 000.0	-	48 000.0	8 000.0	8 000.0	8 000.0	8 000.0	8 000.0	8 000.0	-	48 000.0
Laptops,Furniture,Printer etc - Office Savusavu /b	12 500.0	12 500.0	-	-	-	-	-	25 000.0	12 500.0	12 500.0	-	-	-	-	-	25 000.0
Subtotal Office Vehicles and Equipment	20 500.0	20 500.0	8 000.0	8 000.0	8 000.0	8 000.0	-	73 000.0	20 500.0	20 500.0	8 000.0	8 000.0	8 000.0	8 000.0	-	73 000.0
Total Investment Costs	296 600.0	312 799.5	302 399.0	306 498.5	287 399.0	277 499.5	67 399.5	1 850 595.0	296 600.0	312 799.5	302 399.0	306 498.5	287 399.0	277 499.5	67 399.5	1 850 595.0
II. Recurrent Costs																
A. A. Travel and Allowances																
Travels (flights) for PMU and other staff	4 500.0	6 000.0	6 000.0	6 000.0	6 000.0	6 000.0	-	34 500.0	4 500.0	6 000.0	6 000.0	6 000.0	6 000.0	6 000.0	-	34 500.0
DSA for PMU and other staff	4 500.0	4 500.0	9 000.0	9 000.0	9 000.0	9 000.0	-	45 000.0	4 500.0	4 500.0	9 000.0	9 000.0	9 000.0	9 000.0	-	45 000.0
Travels (flights) for Steering Committee (to Savusavu)	3 000.0	3 000.0	3 000.0	3 000.0	3 000.0	500.0	-	15 500.0	3 000.0	3 000.0	3 000.0	3 000.0	3 000.0	500.0	-	15 500.0
DSA for Steering Committee (Savusavu)	1 500.0	1 500.0	1 500.0	1 500.0	1 500.0	750.0	-	8 250.0	1 500.0	1 500.0	1 500.0	1 500.0	1 500.0	750.0	-	8 250.0
Travels for field activities in villages - Savusavu	6 600.0	7 200.0	14 400.0	14 400.0	14 400.0	14 400.0	-	71 400.0	6 600.0	7 200.0	14 400.0	14 400.0	14 400.0	14 400.0	-	71 400.0
Subtotal A. Travel and Allowances	20 100.0	22 200.0	33 900.0	33 900.0	33 900.0	30 650.0	-	174 650.0	20 100.0	22 200.0	33 900.0	33 900.0	33 900.0	30 650.0	-	174 650.0
B. B. Maintenance and Operation																
Office Equipment & maintenance costs	4 800.0	9 600.0	9 600.0	9 600.0	9 600.0	9 600.0	-	52 800.0	4 800.0	9 600.0	9 600.0	9 600.0	9 600.0	9 600.0	-	52 800.0
Office rental	7 800.0	15 600.0	15 600.0	15 600.0	15 600.0	15 600.0	-	85 800.0	7 800.0	15 600.0	15 600.0	15 600.0	15 600.0	15 600.0	-	85 800.0
Services (water, electricity, internet)	4 800.0	9 600.0	9 600.0	9 600.0	9 600.0	9 600.0	-	52 800.0	4 800.0	9 600.0	9 600.0	9 600.0	9 600.0	9 600.0	-	52 800.0
Office Equipment and maintenance costs - public institutions	8 973.8	17 947.7	17 947.7	17 947.7	17 947.7	-	-	80 764.6	9 543.7	19 578.4	20 082.4	20 599.6	21 130.4	-	-	90 934.5
Subtotal B. Maintenance and Operation	26 373.8	52 747.7	52 747.7	52 747.7	52 747.7	34 800.0	-	272 164.6	26 943.7	54 378.4	54 882.4	55 399.6	55 930.4	34 800.0	-	282 334.5
Total Recurrent Costs	46 473.8	74 947.7	86 647.7	86 647.7	86 647.7	65 450.0	-	446 814.6	47 043.7	76 578.4	88 782.4	89 299.6	89 830.4	65 450.0	-	456 984.5
Total	343 073.8	387 747.2	389 046.7	393 146.2	374 046.7	342 949.5	67 399.5	2 297 409.6	343 643.7	389 377.9	391 181.4	395 798.1	377 229.4	342 949.5	67 399.5	2 307 579.5

/a 2 days of workshop (USD 2000 per workshop)

/b 6 laptops, furniture, printer and others

Table 16

Project Areas by Implementin

All Detailed Tables (US \$)	Ministry of Youth and Sports	Ministry of Agriculture	Ministry of Enviroment	Total
Vanua Levu Island /a	88 000.0	23 498 158.7	674 520.0	24 260 678.7
Total PROJECT COSTS	88 000.0	23 498 158.7	674 520.0	24 260 678.7

\a Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu and Vaturova

Table 17
Procurement Arrangements

All Detailed Tables (US \$)

	Procurement Method							N.B.F.	Total
	Limited International Bidding	National Competitive Bidding	Local Competitive Bidding	Consulting Services	Direct Contracting	Direct Purchase/Negotiations/Single Tender	Limited Tender/Repeat Order		
Works	-	-	-	-	-	-	-	-	-
Equipment and Material	-	255 000.0 (85 000.0)	-	-	-	57 800.0 (22 440.0)	121 000.0 (30 600.0)	-	433 800.0 (138 040.0)
Vehicle	-	-	-	-	-	-	-	-	-
Grants and Subsidies	-	6 395 000.0 (2 743 060.6)	3 000 000.0	-	8 500.0 (6 800.0)	-	-	16 000.0 (8 000.0)	9 419 500.0 (2 757 860.6)
Credit/ Equity Facility	-	-	-	-	-	-	-	-	-
Partnership with Private Sector	-	-	-	-	-	-	-	-	-
Trainings and Workshops	-	164 043.2 (86 190.0)	45 000.0 (7 650.0)	878 639.6 (302 708.8)	-	-	160 000.0 (68 000.0)	-	1 247 682.8 (464 548.8)
Young Graduates/ Fellowships	-	-	-	-	-	-	-	-	-
Consultancies and Studies	90 000.0 (45 900.0)	67 800.0 (25 500.0)	33 150.0 (14 088.8)	1 781 373.4 (293 089.0)	-	-	-	-	1 972 323.4 (378 577.8)
Goods, Services and Inputs	-	8 777 280.0 (483 818.0)	-	12 000.0 (10 200.0)	-	-	7 800.0	-	8 797 080.0 (494 018.0)
Salaries and Allowances	-	-	-	1 111 000.0	-	-	-	-	1 248 600.0
Recurrent Cost	-	155 000.0 (67 575.0)	-	-	317 000.0 (134 725.0)	138 600.0 (58 905.0)	440 158.0 (205 750.2)	-	90 934.5 (466 955.2)
Total	90 000.0 (45 900.0)	15 814 123.2 (3 491 143.6)	3 078 150.0 (21 738.8)	3 783 013.0 (605 997.8)	325 500.0 (141 525.0)	196 400.0 (81 345.0)	728 958.0 (304 350.2)	16 000.0 (8 000.0)	24 260 678.7 (4 700 000.3)

Note: Figures in parenthesis are the respective amounts financed by IFAD14Loan2Gap

Table 18
Procurement Accounts by Years

All Detailed Tables (US \$)

	Totals Including Contingencies							
	2026	2027	2028	2029	2030	2031	2032	Total
Works	-	-	-	-	-	-	-	-
Equipment and Material	132 100.0	96 500.0	64 000.0	64 000.0	64 000.0	13 200.0	-	433 800.0
Vehicle	-	-	-	-	-	-	-	-
Grants and Subsidies	-	1 057 245.0	2 069 085.0	2 601 655.0	2 542 395.0	1 149 120.0	-	9 419 500.0
Credit/ Equity Facility	-	-	-	-	-	-	-	-
Partnership with Private Sector	-	-	-	-	-	-	-	-
Trainings and Workshops	148 868.1	306 334.7	287 120.0	233 120.0	213 120.0	59 120.0	-	1 247 682.8
Young Graduates/ Fellowships	-	-	-	-	-	-	-	-
Consultancies and Studies	386 202.0	413 052.3	435 030.1	317 034.0	307 104.9	101 900.0	12 000.0	1 972 323.4
Goods, Services and Inputs	170 200.0	1 055 784.5	2 254 736.0	1 822 635.5	1 803 536.0	1 001 636.5	688 551.5	8 797 080.0
Salaries and Allowances	119 100.0	223 200.0	223 200.0	223 200.0	223 200.0	202 400.0	34 300.0	1 248 600.0
Recurrent Cost	162 155.7	217 602.4	229 806.4	230 323.6	230 854.4	70 950.0	-	1 141 692.5
Total	1 118 625.8	3 369 718.9	5 562 977.5	5 491 968.1	5 384 210.3	2 598 326.5	734 851.5	24 260 678.7

Table 19
Disbursement Accounts by Financiers

All Detailed Tables (US \$)

	IFAD13LOAN		IFAD14Loan2Gap		GEF8		UNDETERMINED FUND		Private Enterprise Contribution Matching Grants		Beneficiary Contribution Grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment and Material	230 690.0	53.2	138 040.0	31.8	-	-	-	-	-	-	-	-	65 070.0	15.0	433 800.0	1.8
Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies	1 797 489.4	19.1	2 757 860.6	29.3	-	-	3 000 000.0	31.8	1 716 000.0	18.2	148 150.0	1.6	0.0	-	9 419 500.0	38.8
Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Partnership with Private Sector (Stand-alone Loan)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trainings and Workshops	595 981.6	47.8	464 548.8	37.2	-	-	-	-	-	-	-	-	187 152.4	15.0	1 247 682.8	5.1
Technical Assistance Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Young Graduates/ Fellowships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultancies and Studies	1 259 107.1	47.6	378 577.8	14.3	717 360.0	27.1	-	-	-	-	-	-	291 798.5	11.0	2 646 843.4	10.9
Goods, Services and Inputs	377 772.0	4.7	494 018.0	6.1	7 123 160.0	87.7	-	-	-	-	-	-	127 610.0	1.6	8 122 560.0	33.5
Salaries and Allowances	612 770.9	49.1	-	-	386 109.1	30.9	-	-	-	-	-	-	249 720.0	20.0	1 248 600.0	5.1
Recurrent Cost	426 189.2	37.3	466 955.2	40.9	-	-	-	-	-	-	-	-	248 548.2	21.8	1 141 692.5	4.7
Total PROJECT COSTS	5 300 000.1	21.8	4 700 000.3	19.4	8 226 629.1	33.9	3 000 000.0	12.4	1 716 000.0	7.1	148 150.0	0.6	1 169 899.1	4.8	24 260 678.7	100.0

Table 20

Components by Financiers

All Detailed Tables (US \$)

	IFAD13LOAN		IFAD14Loan2Gap		GEF8		UNDETERMINED FUND		Private Enterprise Contribution Matching Grants		Beneficiary Contribution Grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Comp1: Mainstreaming Integrated Island Management /a																
SC1.1: Mainstreaming Integrated Island Management /b	-	-	-	-	674 520.0	100.0	-	-	-	-	-	-	-	-	674 520.0	2.8
B. Comp2: Sustainable and market-oriented production from resilient systems /c																
SC2.1: Community climate resilience and ecosystem management plans endorsed	686 443.5	41.7	289 949.5	17.6	500 000.0	30.4	-	-	-	-	-	-	170 804.6	10.4	1 647 197.6	6.8
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	772 921.1	11.7	598 226.9	9.0	5 000 000.0	75.6	-	-	-	-	-	-	241 967.3	3.7	6 613 115.2	27.3
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	1 022 565.5	33.3	1 885 060.6	61.4	-	-	-	-	-	-	148 150.0	4.8	16 372.3	0.5	3 072 148.4	12.7
Subtotal Comp2: Sustainable and market-oriented production from resilient systems	2 481 930.1	21.9	2 773 236.9	24.5	5 500 000.0	48.5	-	-	-	-	148 150.0	1.3	429 144.2	3.8	11 332 461.2	46.7
C. Comp3: Inclusive access to market and finance																
SC3.1: MSMEs, including POs, have access to business development services	397 751.0	30.5	287 394.0	22.0	500 000.0	38.3	-	-	-	-	-	-	120 907.9	9.3	1 306 053.0	5.4
SC3.2: MSMEs, POs and producers have access to finance	392 020.0	57.5	187 765.0	27.5	-	-	-	-	-	-	-	-	102 315.0	15.0	682 100.0	2.8
SC3.3: Climate smart investments for agri-business including eco-tourism delivered	902 880.0	25.5	902 880.0	25.5	-	-	-	-	1 716 000.0	48.5	-	-	15 840.0	0.4	3 537 600.0	14.6
Subtotal Comp3: Inclusive access to market and finance	1 692 651.0	30.6	1 378 039.0	24.9	500 000.0	9.0	-	-	1 716 000.0	31.1	-	-	239 062.9	4.3	5 525 753.0	22.8
D. Comp4: Policy and institutional environment																
SC4.1 Innovative policies developed	44 200.0	4.2	66 300.0	6.2	932 165.0	87.8	-	-	-	-	-	-	19 500.0	1.8	1 062 165.0	4.4
SC4.2 Institutional Support	99 880.0	38.7	145 820.0	56.5	-	-	-	-	-	-	-	-	12 300.0	4.8	258 000.0	1.1
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	-	-	85 170.0	2.7	-	-	3 000 000.0	96.8	-	-	-	-	15 030.0	0.5	3 100 200.0	12.8
SC4.4: Project Management	981 339.0	42.5	251 434.4	10.9	619 944.1	26.9	-	-	-	-	-	-	454 862.0	19.7	2 307 579.5	9.5
Subtotal Comp4: Policy and institutional environment	1 125 419.0	16.7	548 724.4	8.2	1 552 109.1	23.1	3 000 000.0	44.6	-	-	-	-	501 692.0	7.5	6 727 944.5	27.7
Total PROJECT COSTS	5 300 000.1	21.8	4 700 000.3	19.4	8 226 629.1	33.9	3 000 000.0	12.4	1 716 000.0	7.1	148 150.0	0.6	1 169 899.1	4.8	24 260 678.7	100.0

/a ME leading implementing institution

/b No subcomponent

/c MOA leading implementation entity

Table 21

Expenditure Accounts by Financiers

All Detailed Tables (US \$)

	IFAD13LOAN		IFAD14Loan2Gap		GEF8		UNDETERMINED FUND		Private Enterprise Contribution Matching Grants		Beneficiary Contribution Grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs																
A. Works /a	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment and Material /b	171 530.0	56.8	85 000.0	28.2	-	-	-	-	-	-	-	-	45 270.0	15.0	301 800.0	1.2
C. Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
D. Grants and Subsidies	1 797 489.4	19.1	2 757 860.6	29.3	-	-	3 000 000.0	31.8	1 716 000.0	18.2	148 150.0	1.6	0.0	-	9 419 500.0	38.8
E. Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F. Trainings & Workshops	553 481.6	48.2	422 048.8	36.8	-	-	-	-	-	-	-	-	172 152.4	15.0	1 147 682.8	4.7
G. Consultancies and Studies	1 301 607.1	62.8	421 077.8	20.3	42 840.0	2.1	-	-	-	-	-	-	306 798.5	14.8	2 072 323.4	8.5
H. Goods, Services and Inputs	371 142.0	4.2	494 018.0	5.6	7 797 680.0	88.7	-	-	-	-	-	-	126 440.0	1.4	8 789 280.0	36.2
I. Salaries and Allowances	612 770.9	49.1	-	-	386 109.1	30.9	-	-	-	-	-	-	249 720.0	20.0	1 248 600.0	5.1
Total Investment Costs	4 808 021.0	20.9	4 180 005.1	18.2	8 226 629.1	35.8	3 000 000.0	13.1	1 716 000.0	7.5	148 150.0	0.6	900 380.9	3.9	22 979 186.2	94.7
II. Recurrent Costs																
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	65 790.0	28.5	53 040.0	23.0	-	-	-	-	-	-	-	-	111 904.5	48.5	230 734.5	1.0
C. Operating Costs	426 189.2	40.6	466 955.2	44.4	-	-	-	-	-	-	-	-	157 613.7	15.0	1 050 758.0	4.3
Total Recurrent Costs	491 979.2	38.4	519 995.2	40.6	-	-	-	-	-	-	-	-	269 518.2	21.0	1 281 492.5	5.3
Total PROJECT COSTS	5 300 000.1	21.8	4 700 000.3	19.4	8 226 629.1	33.9	3 000 000.0	12.4	1 716 000.0	7.1	148 150.0	0.6	1 169 899.1	4.8	24 260 678.7	100.0

/a Taxes on Domestic goods @15% and/ Taxes on imported goods@15%

/b Including office electronics, PC, Printers, photocopiers, Office Furniture

Table 22

Procurement Accounts by Financiers

All Detailed Tables (US \$)

	IFAD13LOAN		IFAD14Loan2Gap		GEF8		UNDETERMINED FUND		Private Enterprise Contribution Matching Grants		Beneficiary Contribution Grants		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment and Material	230 690.0	53.2	138 040.0	31.8	-	-	-	-	-	-	-	-	65 070.0	15.0	433 800.0	1.8
Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies	1 797 489.4	19.1	2 757 860.6	29.3	-	-	3 000 000.0	31.8	1 716 000.0	18.2	148 150.0	1.6	0.0	-	9 419 500.0	38.8
Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Partnership with Private Sector	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trainings and Workshops	595 981.6	47.8	464 548.8	37.2	-	-	-	-	-	-	-	-	187 152.4	15.0	1 247 682.8	5.1
Young Graduates/ Fellowships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consultancies and Studies	1 259 107.1	63.8	378 577.8	19.2	42 840.0	2.2	-	-	-	-	-	-	291 798.5	14.8	1 972 323.4	8.1
Goods, Services and Inputs	377 772.0	4.3	494 018.0	5.6	7 797 680.0	88.6	-	-	-	-	-	-	127 610.0	1.5	8 797 080.0	36.3
Salaries and Allowances	612 770.9	49.1	-	-	386 109.1	30.9	-	-	-	-	-	-	249 720.0	20.0	1 248 600.0	5.1
Recurrent Cost	426 189.2	37.3	466 955.2	40.9	-	-	-	-	-	-	-	-	248 548.2	21.8	1 141 692.5	4.7
Total PROJECT COSTS	5 300 000.1	21.8	4 700 000.3	19.4	8 226 629.1	33.9	3 000 000.0	12.4	1 716 000.0	7.1	148 150.0	0.6	1 169 899.1	4.8	24 260 678.7	100.0

Table 23

Disbursen

Financing Available

All Detailed

	IFAD13LOAN		IFAD14Loan2Gap		GEF8		UNDETERMINED FUND		Private Enterprise Contribution Matching Grants		Beneficiary Contribution Grants		Costs to be Financed		Government	
	Amount		Amount		Amount		Amount		Amount		Amount		Project Costs		Cumulative Cash Flow	
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Project Costs	Cash Flow	Cash Flow	Flow
1	341 825.6	130 381.8	-	-	-	-	-	-	472 207.4	559 312.9	-87 105.5	-87 105.5				
2	341 825.6	130 381.8	-	-	-	-	-	-	472 207.4	559 312.9	-87 105.5	-174 211.0				
3	534 122.9	505 557.7	475 912.3	-	25 740.0	23 704.0	1 565 036.9	1 684 859.4	-119 822.5	-294 033.5						
4	534 122.9	505 557.7	475 912.3	-	25 740.0	23 704.0	1 565 036.9	1 684 859.4	-119 822.5	-413 856.1						
5	558 113.8	584 681.2	1 066 638.0	300 000.0	128 700.0	23 704.0	2 661 837.0	2 781 488.7	-119 651.7	-533 507.8						
6	558 113.8	584 681.2	1 066 638.0	300 000.0	128 700.0	23 704.0	2 661 837.0	2 781 488.7	-119 651.7	-653 159.6						
7	533 819.9	506 841.5	851 187.8	450 000.0	283 140.0	14 074.3	2 639 063.4	2 745 984.1	-106 920.6	-760 080.2						
8	533 819.9	506 841.5	851 187.8	450 000.0	283 140.0	14 074.3	2 639 063.4	2 745 984.1	-106 920.6	-867 000.9						
9	515 539.3	484 253.7	841 638.0	450 000.0	283 140.0	12 592.8	2 587 163.8	2 692 105.2	-104 941.4	-971 942.2						
10	515 539.3	484 253.7	841 638.0	450 000.0	283 140.0	12 592.8	2 587 163.8	2 692 105.2	-104 941.4	-1 076 883.6						
11	166 578.6	138 284.1	515 842.8	300 000.0	137 280.0	-	1 257 985.5	1 299 163.3	-41 177.8	-1 118 061.4						
12	166 578.6	138 284.1	515 842.8	300 000.0	137 280.0	-	1 257 985.5	1 299 163.3	-41 177.8	-1 159 239.1						
13	-	-	362 095.8	-	-	-	362 095.8	367 425.8	-5 330.0	-1 164 569.1						
14	-	-	362 095.8	-	-	-	362 095.8	367 425.8	-5 330.0	-1 169 899.1						
Total	5 300 000.1	4 700 000.3	8 226 629.1	3 000 000.0	1 716 000.0	148 150.0	23 090 779.5	24 260 678.7	-1 169 899.1	-1 169 899.1						

Table 24

Components Project Cost Summary

All Detailed Tables

	(FJ\$)			(US \$)			%	% Total
	Local	Foreign	Total	Local	Foreign	Total	Foreign Exchange	Base Costs
A. Comp1: Mainstreaming Integrated Island Management /a								
SC1.1: Mainstreaming Integrated Island Management /b	1 517 670.0	-	1 517 670.0	674 520.0	-	674 520.0	-	3
Subtotal Comp1: Mainstreaming Integrated Island Management	1 517 670.0	-	1 517 670.0	674 520.0	-	674 520.0	-	3
B. Comp2: Sustainable and market-oriented production from resilient systems /c								
SC2.1: Community climate resilience and ecosystem management plans endorsed	3 706 194.6	-	3 706 194.6	1 647 197.6	-	1 647 197.6	-	7
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	14 879 509.2	-	14 879 509.2	6 613 115.2	-	6 613 115.2	-	27
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	6 893 550.0	-	6 893 550.0	3 063 800.0	-	3 063 800.0	-	13
Subtotal Comp2: Sustainable and market-oriented production from resilient systems	25 479 253.8	-	25 479 253.8	11 324 112.8	-	11 324 112.8	-	47
C. Comp3: Inclusive access to market and finance								
SC3.1: MSMEs, including POs, have access to business development services	2 934 000.0	-	2 934 000.0	1 304 000.0	-	1 304 000.0	-	5
SC3.2: MSMEs, POs and producers have access to finance	1 534 725.0	-	1 534 725.0	682 100.0	-	682 100.0	-	3
SC3.3: Climate smart investments for agri-business including eco-tourism delivered	7 959 600.0	-	7 959 600.0	3 537 600.0	-	3 537 600.0	-	15
Subtotal Comp3: Inclusive access to market and finance	12 428 325.0	-	12 428 325.0	5 523 700.0	-	5 523 700.0	-	23
D. Comp4: Policy and institutional environment								
SC4.1 Innovative policies developed	2 389 871.3	-	2 389 871.3	1 062 165.0	-	1 062 165.0	-	4
SC4.2 Institutional Support	580 500.0	-	580 500.0	258 000.0	-	258 000.0	-	1
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	6 975 450.0	-	6 975 450.0	3 100 200.0	-	3 100 200.0	-	13
SC4.4: Project Management	5 160 085.5	9 086.0	5 169 171.5	2 293 371.3	4 038.2	2 297 409.6	-	9
Subtotal Comp4: Policy and institutional environment	15 105 906.7	9 086.0	15 114 992.8	6 713 736.3	4 038.2	6 717 774.6	-	28
Total BASELINE COSTS	54 531 155.5	9 086.0	54 540 241.5	24 236 069.1	4 038.2	24 240 107.4	-	100
Physical Contingencies	8 631.7	454.3	9 086.0	3 836.3	201.9	4 038.2	5	-
Price Contingencies	36 936.5	262.9	37 199.4	16 416.2	116.8	16 533.1	1	-
Total PROJECT COSTS	54 576 723.8	9 803.2	54 586 527.0	24 256 321.7	4 357.0	24 260 678.7	-	100

/a ME leading implementing institution

/b No subcomponent

/c MOA leading implementation entity

Table 25

Expenditure Accounts Project Cost Summary

All Detailed Tables

	(FJ\$)			(US \$)			%	% Total
	Local	Foreign	Total	Local	Foreign	Total	Foreign Exchange	Base Costs
I. Investment Costs								
A. Works /a	-	-	-	-	-	-	-	-
B. Equipment and Material /b	679 050.0	-	679 050.0	301 800.0	-	301 800.0	-	1
C. Vehicle	-	-	-	-	-	-	-	-
D. Grants and Subsidies	21 193 875.0	-	21 193 875.0	9 419 500.0	-	9 419 500.0	-	39
E. Credit/ Equity Facility	-	-	-	-	-	-	-	-
F. Trainings & Workshops	2 582 286.3	-	2 582 286.3	1 147 682.8	-	1 147 682.8	-	5
G. Consultancies and Studies	4 639 324.5	-	4 639 324.5	2 061 922.0	-	2 061 922.0	-	9
H. Goods, Services and Inputs	19 775 880.0	-	19 775 880.0	8 789 280.0	-	8 789 280.0	-	36
I. Salaries and Allowances	2 809 350.0	-	2 809 350.0	1 248 600.0	-	1 248 600.0	-	5
Total Investment Costs	51 679 765.8	-	51 679 765.8	22 968 784.8	-	22 968 784.8	-	95
II. Recurrent Costs								
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	487 184.2	9 086.0	496 270.3	216 526.3	4 038.2	220 564.6	2	1
C. Operating Costs	2 364 205.5	-	2 364 205.5	1 050 758.0	-	1 050 758.0	-	4
Total Recurrent Costs	2 851 389.7	9 086.0	2 860 475.8	1 267 284.3	4 038.2	1 271 322.6	-	5
Total BASELINE COSTS	54 531 155.5	9 086.0	54 540 241.5	24 236 069.1	4 038.2	24 240 107.4	-	100
Physical Contingencies	8 631.7	454.3	9 086.0	3 836.3	201.9	4 038.2	5	-
Price Contingencies	36 936.5	262.9	37 199.4	16 416.2	116.8	16 533.1	1	-
Total PROJECT COSTS	54 576 723.8	9 803.2	54 586 527.0	24 256 321.7	4 357.0	24 260 678.7	-	100

\a Taxes on Domestic goods @15% and/ Taxes on imported goods@15%

\b Including office electronics, PC, Printers, photocopiers, Office Furniture

Table 26

Expenditure Accounts by Components - Base Costs

All Detailed Tables (US \$)

Expenditure Accounts by Components - Base Costs														
All Detailed Tables (US \$)	Comp1: Mainstreaming Integrated Island Management SC1.1: Mainstreaming Integrated Island Management	Comp2: Sustainable and market-oriented production from resilient systems			Comp3: Inclusive access to market and finance			Comp4: Policy and institutional environment					Physical Contingencies % Amount	
		SC2.1: Community climate resilience and ecosystem management plans endorsed	SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	SC3.1: MSMEs, including POs, have access to business development services	SC3.2: MSMEs, POs and producers have access to finance	SC3.3: Climate smart investments for agri-business including eco-tourism delivered	SC4.1 Innovative policies developed	SC4.2 Institutional Support	SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	SC4.4: Project Management	Total		
I. Investment Costs														
A. Works /a	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment and Material /b	-	12 800.0	224 000.0	-	-	-	-	-	-	-	65 000.0	301 800.0	-	-
C. Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-
D. Grants and Subsidies	-	8 500.0	-	2 963 000.0	-	-	3 432 000.0	-	16 000.0	3 000 000.0	-	9 419 500.0	-	-
E. Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	-
F. Trainings & Workshops	-	79 039.6	401 043.2	-	399 000.0	48 000.0	105 600.0	40 000.0	-	75 000.0	-	1 147 682.8	-	-
G. Consultancies and Studies	-	577 950.0	393 072.0	100 800.0	325 000.0	279 100.0	-	90 000.0	40 000.0	-	256 000.0	2 061 922.0	-	-
H. Goods, Services and Inputs	674 520.0	514 400.0	5 280 000.0	-	580 000.0	300 000.0	-	932 165.0	202 000.0	25 200.0	280 995.0	8 789 280.0	-	-
I. Salaries and Allowances	-	-	-	-	-	-	-	-	-	-	1 248 600.0	1 248 600.0	-	-
Total Investment Costs	674 520.0	1 192 689.6	6 298 115.2	3 063 800.0	1 304 000.0	627 100.0	3 537 600.0	1 062 165.0	258 000.0	3 100 200.0	1 850 595.0	22 968 784.8	-	-
II. Recurrent Costs														
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	-	87 000.0	-	-	-	-	-	-	-	-	133 564.6	220 564.6	1.8	4 038.2
C. Operating Costs	-	367 508.0	315 000.0	-	-	55 000.0	-	-	-	-	313 250.0	1 050 758.0	-	-
Total Recurrent Costs	-	454 508.0	315 000.0	-	-	55 000.0	-	-	-	-	446 814.6	1 271 322.6	0.3	4 038.2
Total BASELINE COSTS	674 520.0	1 647 197.6	6 613 115.2	3 063 800.0	1 304 000.0	682 100.0	3 537 600.0	1 062 165.0	258 000.0	3 100 200.0	2 297 409.6	24 240 107.4	-	4 038.2
Physical Contingencies	-	-	-	-	-	-	-	-	-	-	4 038.2	4 038.2	-	-
Price Contingencies														
Inflation														
Local	-	-	-	8 348.4	2 053.0	-	-	-	-	-	6 014.9	16 416.2	-	-
Foreign	-	-	-	-	-	-	-	-	-	-	116.8	116.8	-	-
Subtotal Inflation	-	-	-	8 348.4	2 053.0	-	-	-	-	-	6 131.7	16 533.1	-	-
Devaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal Price Contingencies	-	-	-	8 348.4	2 053.0	-	-	-	-	-	6 131.7	16 533.1	1.8	292.0
Total PROJECT COSTS	674 520.0	1 647 197.6	6 613 115.2	3 072 148.4	1 306 053.0	682 100.0	3 537 600.0	1 062 165.0	258 000.0	3 100 200.0	2 307 579.5	24 260 678.7	-	4 330.2
Taxes	-	170 804.6	241 967.3	16 372.3	120 907.9	102 315.0	15 840.0	19 500.0	12 300.0	15 030.0	375 867.7	1 090 904.8	0.1	649.5
Foreign Exchange	-	-	-	-	-	-	-	-	-	-	4 357.0	4 357.0	4.8	207.5

/a Taxes on Domestic goods @15% and/ Taxes on imported goods@15%

/b Including office electronics, PC, Printers, photocopiers, Office Furniture

Table 27

Expenditure Accounts by Components - Totals Incl

All Detailed Tables (US \$)

	Comp1: Mainstreaming Integrated Island Management	Comp2: Sustainable and market-oriented production from resilient systems			Comp3: Inclusive access to market and finance			Comp4: Policy and institutional environment				
	SC1.1: Mainstreaming Integrated Island Management	SC2.1: Community climate resilience and ecosystem management plans endorsed	SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	SC3.1: MSMEs, including POs, have access to business development services	SC3.2: MSMEs, POs and producers have access to finance	SC3.3: Climate smart investments for agri-business including eco-tourism delivered	SC4.1 Innovative policies developed	SC4.2 Institutional Support	SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	SC4.4: Project Management	Total
I. Investment Costs												
A. Works /a	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment and Material /b	-	12 800.0	224 000.0	-	-	-	-	-	-	-	65 000.0	301 800.0
C. Vehicle	-	-	-	-	-	-	-	-	-	-	-	-
D. Grants and Subsidies	-	8 500.0	-	2 963 000.0	-	-	3 432 000.0	-	16 000.0	3 000 000.0	-	9 419 500.0
E. Credit/ Equity Facility	-	-	-	-	-	-	-	-	-	-	-	-
F. Trainings & Workshops	-	79 039.6	401 043.2	-	399 000.0	48 000.0	105 600.0	40 000.0	-	75 000.0	-	1 147 682.8
G. Consultancies and Studies	-	577 950.0	393 072.0	109 148.4	327 053.0	279 100.0	-	90 000.0	40 000.0	-	256 000.0	2 072 323.4
H. Goods, Services and Inputs	674 520.0	514 400.0	5 280 000.0	-	580 000.0	300 000.0	-	932 165.0	202 000.0	25 200.0	280 995.0	8 789 280.0
I. Salaries and Allowances	-	-	-	-	-	-	-	-	-	-	1 248 600.0	1 248 600.0
Total Investment Costs	674 520.0	1 192 689.6	6 298 115.2	3 072 148.4	1 306 053.0	627 100.0	3 537 600.0	1 062 165.0	258 000.0	3 100 200.0	1 850 595.0	22 979 186.2
II. Recurrent Costs												
A. Salaries and Supplementary Allowances	-	-	-	-	-	-	-	-	-	-	-	-
B. Equipment Operations & Maintenance	-	87 000.0	-	-	-	-	-	-	-	-	143 734.5	230 734.5
C. Operating Costs	-	367 508.0	315 000.0	-	-	55 000.0	-	-	-	-	313 250.0	1 050 758.0
Total Recurrent Costs	-	454 508.0	315 000.0	-	-	55 000.0	-	-	-	-	456 984.5	1 281 492.5
Total PROJECT COSTS	674 520.0	1 647 197.6	6 613 115.2	3 072 148.4	1 306 053.0	682 100.0	3 537 600.0	1 062 165.0	258 000.0	3 100 200.0	2 307 579.5	24 260 678.7
Taxes	-	170 804.6	241 967.3	16 372.3	120 907.9	102 315.0	15 840.0	19 500.0	12 300.0	15 030.0	375 867.7	1 090 904.8
Foreign Exchange	-	-	-	-	-	-	-	-	-	-	4 357.0	4 357.0

/a Taxes on Domestic goods @15% and/ Taxes on imported goods@15%

/b Including office electronics, PC, Printers, photocopiers, Office Furniture

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 4: Economic and Financial Analysis

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 4. Financial Analysis

Financial Analysis – Aggregate Results

The financial analysis indicates that, in aggregate terms and taking into account both the direct and indirect costs of the project, the investment would yield a positive return, as shown in the following table.

Indicator	Overall project
IRR	10.1 %
BCR (@8.20 % discount rate)	1.03
NPV (@8.20% discount rate)	USD 5.55 million
Switching values	Up to 3.14 % increase in costs Up to 3.37 % reduction in benefits

The entire cash flow analysis is presented in the appendix of this document.

Financial analysis - Disaggregate results

The following table presents the financial indicators for the two investment models considered at the community level, taking into account the characteristics of agricultural activities and access to natural resources: Model A – communities with access to marine resources, and Model B – communities without access to marine resources (i.e., more isolated communities). These models will be financed under Component 2.

Indicator	Model A. Communities with access to marine resources	Model B. Communities without access to marine resources
IRR	17.17 %	12.10 %
BCR (@8.20 % discount rate)	1.13	1.07
NPV (@8.20% discount rate)	USD 4.79 million	USD 1.74 million

Communities with access to marine resources are expected to achieve higher financial returns on investment compared to those in more isolated areas, as they have the opportunity to engage in additional income-generating activities beyond agriculture, such as fishing and ecotourism in marine ecosystems. The financial

cash flows and detailed descriptions of each community-based model are provided in the annex to this document.

In addition, the following table presents the financial indicators for the investment models by typology of entrepreneurs benefiting from matching grants financed under Component 3.

Indicator	Cooperatives - tuber production and processing (taro and cassava)	Cooperatives - production of beekeeping products	Women - Vegetable production	Youth - Seaweed production	SMEs - Ecotourism
IRR	10.3 %	11.4 %	22.2%	20.8%	47.5%
BCR (@8.20 % discount rate)	1.04	1.02	1.1	1.32	1.61
NPV (@8.20% discount rate)	USD 2.8 million	USD 0.32 million	USD 1.1 million	USD 0.18 million	USD 0.53 million

Notably, entrepreneurship in ecotourism, vegetable production, seaweed farming, beekeeping, and tuber production demonstrates IRR of 47.5%, 22.2%, 21.06%, 11.4%, and 10.3%, respectively. This underscores the potential of these initiatives to increase household incomes and enhance the revenues of entrepreneurs engaged in the various value chains supported by the project. The cash flows for these models are presented in the tables included in the annex of this document.

These results are based on the analysis of production systems at the farmer level that will be directly impacted by the project, including: (i) agroforestry systems based on the production of tubers and fruit trees; (ii) vegetable production; (iii) beekeeping; (iv) pig and poultry production; (v) seaweed production; and (vi) the provision of ecotourism services. Each of the farm models analyzed are presented in the tables attached to this document.

Annex

A. Detailed tables

i) Aggregate cash flow

	20 years	15 years	10 years
NPV	\$1,47,355.12	7,428,849.28	24,985,707.83
FIRR	10.133%	4.262%	66.660%
BC	\$1.03	\$0.94	\$0.70
Payback period	17.46	17.46	17.46
Switching value - benefit	-3.1%	-3.9%	-43.2%
Switching value - cost	3%	-6%	-33%

ii.a Community models

[illegible]

Cash flow - Community model B: Without access to marine resources

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	61	77,044	440,200	1,129,729	2,191,277	3,324,011	4,125,714	4,630,057	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730	4,732,730
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	61	76,796	125,958	241,926	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903	273,903
2027	-	-	248	513,947	514,926	989,006	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735	1,119,735
2028	-	-	294	372,628	372,628	611,171	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886	1,179,886
2029	-	-	-	-	250	317,000	519,933	998,626	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623	1,130,623
2030	-	-	-	-	-	195	246,575	404,424	776,770	879,443	879,443	879,443	879,443	879,443	879,443	879,443	879,443	879,443	879,443	879,443
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	25,552	230,064	800,837	1,369,864	2,345,015	2,937,124	3,136,186	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270	3,232,270
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	25,552	125,006	183,369	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065	187,065
2027	-	-	104,458	513,486	667,863	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735
2028	-	-	-	123,983	608,462	767,684	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673
2029	-	-	-	-	105,474	514,479	674,387	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172	772,172
2030	-	-	-	-	-	82,943	403,393	524,341	600,623	600,623	600,623	600,623	600,623	600,623	600,623	600,623	600,623	600,623	600,623	600,623
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	331,755	1,356,238	1,609,734	1,369,426	1,065,192	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2026	-	331,755	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2027	-	-	1356238	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2028	-	-	-	1609734	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2029	-	-	-	-	1360426	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2030	-	-	-	-	-	1065192	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	357,246.33	1,509,257.85	1,970,371.68	1,809,560.66	1,218,930.18	396,897.44	969,527.39	1,392,786.95	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88	1,500,459.88
Aggregated cash flow	-	357,246.33	1,866,504.17	3,836,875.85	5,646,436.51	6,865,366.69	6,468,479.24	5,498,951.85	4,101,164.90	2,600,705.02	1,100,245.14	400,214.73	1,900,674.61	3,401,134.49	4,901,594.37	6,402,054.25	7,902,514.12	9,402,974.00	10,903,433.88	12,403,893.76
	20 years	15 years	10 years																	
NPV	1,737,659.92	89,642.38	2,799,421.87																	
IRR	10.105%	7.912%	9.79%																	
B/C	31.07	31.00	50.80																	
Payback period	20.76	20.76	20.76																	
Switching value - benefit	-6.8%	-0.5%	23.3%																	
Switching value - cost	7%	0%	-20%																	

ii.b Entrepreneurship models

Cash flow - Cooperative - Tuber model

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	(259,437)		(1,144,565)	(1,306,755)	(40,647)	4,614,874	10,540,453	15,048,206	18,106,681	18,236,117	18,785,263	19,393,312	19,927,604	20,343,196	20,343,196	20,343,196	20,343,196	20,343,196	20,343,196	20,343,196
Incremental benefits	-	-	(259,437)	(833,948)	95,346	1,047,910	1,047,910	1,047,910	1,047,910	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347
2025	-	-	-	(259,437)	(833,948)	95,346	1,047,910	1,047,910	1,047,910	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347
2026	-	-	-	(833,948)	95,346	1,047,910	1,047,910	1,047,910	1,047,910	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347
2027	-	-	-	(1,060,597)	(343,265)	389,780	4,283,930	4,283,930	4,283,930	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075
2028	-	-	-	-	(1,254,835)	(407,427)	462,634	5,084,646	5,084,646	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695	5,712,695
2029	-	-	-	-	-	(1,070,910)	(346,604)	393,370	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586	4,325,586
2030	-	-	-	-	-	(832,996)	(269,802)	306,134	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609	3,364,609
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	106,817	517,248	1,381,473	3,624,739	6,469,364	9,113,229	11,724,328	12,973,118	13,817,571	14,245,327	14,363,099	14,404,488	14,476,401	14,570,339	14,680,399	14,781,274	14,882,148	14,983,023	15,083,897
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	106,817	80,572	533,792	610,687	707,226	796,781	830,749	830,749	830,749	839,448	845,286	851,124	856,962	862,800	868,638	874,476	880,314	886,152	892,000
2027	-	-	436,675	319,386	2,182,179	2,486,530	2,891,189	3,296,161	3,696,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161	3,996,161
2028	-	-	-	518,295	990,952	2,590,053	2,861,189	3,431,386	3,866,125	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942	4,030,942
2029	-	-	-	-	440,922	332,389	2,203,398	2,320,806	2,918,305	3,288,972	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185	3,429,185
2030	-	-	-	-	-	342,966	258,701	1,713,889	1,960,781	2,270,747	2,538,290	2,687,353	2,687,353	2,687,353	2,687,353	2,687,353	2,687,353	2,687,353	2,687,353	2,687,353
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	8,304	62,892	75,256	61,921	3,411,053	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2026	-	-	8304	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2027	-	-	-	62892	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2028	-	-	-	-	75256	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2029	-	-	-	-	-	61971	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2030	-	-	-	-	-	-	3411053	0	0	0	0	0	0	0	0	0	0	0	0	0
2031	-	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0
Incremental cash flow	-	115,121.49	839,526.70	2,601,293.61	5,193,465.65	9,921,063.97	4,498,355.09	1,213,874.31	2,075,087.50	4,289,109.39	3,990,790.25	4,402,174.05	4,988,823.99	5,451,202.75	5,772,856.60	5,662,796.82	5,561,922.29	5,461,047.76	5,360,173.23	5,259,298.71
Aggregated cash flow	-	115,121.49	954,698.18	3,555,991.79	8,749,457.45	18,670,521.42	23,168,876.51	24,382,750.82	22,307,663.32	18,018,553.93	14,827,763.68	9,625,589.63	4,636,765.64	814,437.11	6,587,293.70	12,250,090.52	17,812,012.81	23,273,060.57	28,633,233.81	33,892,532.51
		20 years	15 years	10 years																
NPV		2,815,899.87	3,813,832.45	11,610,000.97																
IRR		10.335%	1.640%	8%																
B/C		31.04	30.34	50.83																
Payback period		20.76	20.76	20.76																
Switching value - benefit		-3.5%	-6.8%	17.8%																
Switching value - cost		4%	-6%	-27%																

Cash flow - Cooperative - Beekeeping model

[illegible]

Cash flow - Women - Vegetable

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	13,479	86,948	239,945	435,875	615,709	811,807	1,201,348	1,615,984	2,005,344	2,429,433	2,641,737	2,944,647	3,239,936	3,391,109	3,508,698	3,508,698	3,508,698	3,508,698
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	13,479	31,843	44,364	44,364	44,364	129,817	129,817	129,817	366,440	166,440	203,063	203,063	203,063	203,063	203,063	203,063	203,063
2027	-	-	-	-	55,105	130,177	181,362	181,362	330,702	530,702	680,419	680,419	830,136	830,136	830,136	830,136	830,136	830,136	830,136	830,136
2028	-	-	-	-	83,409	154,508	215,261	215,261	429,896	429,896	629,896	629,896	807,297	807,297	807,297	807,297	807,297	807,297	807,297	807,297
2029	-	-	-	-	55,941	181,126	181,126	131,443	555,863	555,863	555,863	838,209	838,209	838,209	838,209	838,209	838,209	838,209	838,209	838,209
2030	-	-	-	-	-	-	43,280	102,241	142,442	142,442	142,442	416,815	416,815	416,815	534,403	534,403	651,991	651,991	651,991	651,991
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	8,545	53,824	155,080	329,191	554,100	751,004	957,047	1,245,379	1,526,982	1,803,318	2,071,861	2,229,191	2,411,549	2,590,512	2,682,132	2,753,398	2,753,398	2,753,398	2,753,398
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	8,545	-	18,880	36,393	55,477	55,477	62,023	106,414	114,939	114,939	337,155	157,155	159,351	159,351	159,351	159,351	159,351	159,351	159,351
2027	-	-	34,934	77,222	148,785	218,618	218,618	253,552	453,028	469,962	469,962	560,699	560,699	651,437	651,437	651,437	651,437	651,437	651,437	651,437
2028	-	-	-	41,464	91,655	176,395	258,481	258,481	300,944	316,319	357,803	773,198	773,198	773,198	773,198	773,198	773,198	773,198	773,198	773,198
2029	-	-	-	-	35,274	77,973	77,973	100,250	220,744	220,744	256,018	429,258	474,532	566,152	566,152	657,772	657,772	657,772	657,772	657,772
2030	-	-	-	-	-	27,437	60,650	116,864	171,763	171,763	199,145	341,672	368,309	460,375	460,375	511,640	511,640	511,640	511,640	511,640
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	5,536	41,928	50,170	42,681	15,403	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2026	-	3536	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2027	-	-	-	41928	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	50170	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2029	-	-	-	-	-	42681	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	15403	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	-	14,081.68	82,271.87	118,302.66	131,926.92	133,628.51	135,294.72	145,240.34	42,030.67	87,002.67	352,572.44	414,565.80	533,098.26	649,424.31	708,977.29	755,299.92	755,299.92	755,299.92	755,299.92
Aggregated cash flow	-	-	14,081.68	96,353.55	214,656.20	346,583.13	480,211.63	615,506.35	760,746.69	802,777.37	715,775.30	513,749.93	516,177.49	258,388.31	791,486.57	1,440,910.87	2,149,888.17	2,905,188.09	3,660,488.01	4,415,787.93
		20 years	15 years	10 years																
NPV		1,183,330.36	276,678.77	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IRR		22.10%	14.511%	9.804%																
BC		\$1.11	\$1.04	\$0.85																
Payback period		20.76	20.76	20.76																
Switching value - benefit		-10.2%	-3.8%	18.0%																
Switching value - cost		1.8%	1.1%	1.5%																

Cash flow - Youth - Seaweed

[illegible]

Cash flow - SME - Ecoturism

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	4,740	28,857	75,860	137,972	197,791	235,176	252,641	254,670	254,670	254,670	254,670	254,670	254,670	254,670	254,670	254,670	254,670	254,670
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	4,740	9,480	14,220	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739
2027	-	-	-	19,377	18,754	37,870	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233	60,233
2028	-	-	-	-	12,999	40,998	68,449	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515
2029	-	-	-	-	-	19,565	38,131	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839
2030	-	-	-	-	-	-	15,219	30,438	45,294	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	542	4,940	19,224	45,333	76,302	108,019	126,687	134,850	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	542	2,726	5,452	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885	7,885
2027	-	-	2,215	11,144	22,887	31,005	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111
2028	-	-	-	2,628	13,226	26,453	36,788	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112
2029	-	-	-	-	2,236	11,252	22,504	31,305	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423
2030	-	-	-	-	-	1,739	8,752	17,504	24,930	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	5,536	41,928	50,170	41,314	15,403	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2026	-	5536	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2027	-	-	41928	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2028	-	-	-	50170	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2029	-	-	-	-	41114	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0
2030	-	-	-	-	-	15403	0	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	6,078.02	42,128.26	40,537.36	10,787.82	44,266.40	99,771.39	108,289.01	117,790.47	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00	118,950.00
Aggregated cash flow	-	6,078.02	48,206.28	88,743.64	99,531.47	55,265.07	34,506.33	142,795.34	260,585.81	379,535.81	498,485.81	617,435.81	736,385.81	855,335.81	974,285.81	1,093,235.81	1,212,185.81	1,331,135.81	1,450,085.81	1,569,035.81
NPV	20 years	153,353.00	388,487.52	775,877.91																
IRR		47.552%	46.855%	40.54%																
ΔIC		\$1.61	\$1.55	\$1.97																
Payback period		20.76	20.76	20.76																
Switching value - benefit		-37.8%	-33.3%	-27.1%																

iii.a Community model A

Village Information																						
Parameters																						
A. Population and lands		WOP	With Project																			
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Population	Number	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18
Household size	Number/H+H	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Household number	H+H	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48
Land size	Ha/H+H	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total land area	Ha	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95
Beneficiary hectare by the project (%)	%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Land size - benefited by the project (ha/H+H)	Ha	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40
Land size - benefited total (ha)	Ha	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133
B. Beneficiary distribution (%hectares)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Agroforestry 1	%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Agroforestry 2	%ha	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Vegetable	%ha	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Other activities	%ha	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Seaweed and seagrapes	ha	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06	0.06	0.07	0.07	0.07	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
C. Beneficiary distribution (%HH)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Beekeeping	%HH	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Pig	%HH	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Ecotourism	%HH	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Chicken	%HH	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Without animal production	%HH	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%
Financial Budget																						
Items		Unit	Without Project		With Project																	
			1	2	3	4	5	6	7	8	9	10										
Value	US\$	683791	683831	737423	773273	854047	875644	875644	875644	875644	876562	876562	876562	879316	879316	879316	879316	879316	879316	879316	879316	879316
Agroforestry 1	US\$	329271	329271	368164	370680	408193	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389
Agroforestry 2	US\$	191801	191801	211758	209810	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224
Vegetable	US\$	87015	87015	78822	100498	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277
Beekeeping	US\$	806	846	1186	2046	3238	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294
Pig production	US\$	19808	19808	19808	29172	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981
Ecotourism	US\$	51903	51903	54498	57093	59626	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972
Seaweed and seagrapes	US\$	3188	3188	3188	3974	5508	5508	5508	5508	5508	6426	6426	6426	9180	9180	9180	9180	9180	9180	9180	9180	9180
Ecosystem services		US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agroforestry 1		US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agroforestry 2		US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost		US\$	493404	510672	579333	605679	624878	625026	625026	625026	625026	627412	627412	627412	634569	634569	634569	634569	634569	634569	634569	634569
Agroforestry 1	US\$	151310	153922	194660	198501	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998
Agroforestry 2	US\$	91485	93094	117394	119849	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385
Vegetable	US\$	177186	188111	188380	197042	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820
Beekeeping	US\$	7586	9314	10101	11483	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080
Pig production	US\$	29696	29775	30084	38586	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824
Ecotourism	US\$	25305	25602	26797	28290	29457	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605
Seaweed and seagrapes	US\$	10838	10856	11917	11929	14314	14314	14314	14314	14314	16700	16700	16700	23857	23857	23857	23857	23857	23857	23857	23857	23857
Investment		USD	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct investment		USD	0	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0
Net income			190387	173159	147882	125864	179639	208482	217843	250618	250618	249150	249150	249150	244747	244747	244747	244747	244747	244747	244747	244747

[illegible]

iv) Entrepreneurship models

Iv.a Cooperative - Tubers

Production capacity																							
Parameters		WOP		With Project																			
A. Lands				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Total land area		Ha	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164
B. Land use																							
Agroforestry 1 - Taro		%ha	50%	50%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Agroforestry 2 - Cassava		%ha	30%	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Financial Budget																							
Items		Unit	Without Project	With Project																			
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Value		US\$	811900	811900	612666	747417	885121	1616641	1616641	1616641	1616641	1616641	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042
Taro		US\$	535492	535492	428393	440777	522105	955853	955853	955853	955853	955853	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254
Cassava		US\$	276408	276408	184272	306640	363016	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789
Cost		US\$	956940	1038970	1018815	1366865	1425916	1500053	1568827	1594913	1594913	1594913	1594913	1601593	1606076	1610559	1615043	1619526	1624009	1628493	1632976	1637459	1641943
Investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Iv.b Cooperatives - Beekeeping

Production capacity																							
Parameters		WOP	With Project																				
A. Production units			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	
Production units		Units	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	
Financial Budget																							
Items		Unit	Without Project	With Project																			
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Value		US\$	8831	9273	13188	36602	60555	184088	184088	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	
	Honey	US\$	8831	9273	13188	36602	60555	184088	184088	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	345165	
Cost		US\$	23990	24951	33478	66146	105548	307988	308825	308825	308825	308825	308825	308825	308825	308825	308825	308825	308825	308825	308825	308825	
	Investment	USD	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Direct investment	USD	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Income			-15167	-20462	-29151	-38477	-53640	-128045	-124737	36339	36339	36339	36339	36339	36339	36339	36339	36339	36339	36339	36339	36339	

Iv.c Women - Vegetables

Production capacity																							
Parameters		WOP		With Project																			
A. Lands				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Total land area		Ha	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164
B. Land use																							
Chili pepper		%ha	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Egg plant		%ha	15%	15%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Pinneapple		%ha	15%	15%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Financial Budget																							
Items		Unit	Without Project	With Project																			
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Value		US\$	61395	61395	76922	98075	112498	112498	112498	210934	210934	210934	253121	253121	295308	295308	295308	295308	295308	295308	295308	295308	295308
Chili pepper		US\$	38006	38006	54053	68918	79053	79053	79053	148224	148224	148224	177869	177869	207514	207514	207514	207514	207514	207514	207514	207514	207514
Egg plant		US\$	14618	14618	10395	13253	15202	15202	15202	28505	28505	28505	34206	34206	39906	39906	39906	39906	39906	39906	39906	39906	39906
Pinneapple		US\$	8771	8771	12474	15904	18243	18243	18243	34206	34206	34206	41047	41047	47888	47888	47888	47888	47888	47888	47888	47888	47888
Cost		US\$	111897	121741	133656	153821	173499	173499	183342	234478	244321	244321	269889	269889	295457	295457	295457	295457	295457	295457	295457	295457	295457
Investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income			-50503	-60354	-61518	-64607	-69933	-69647	-74989	-23544	-33387	-33387	-16768	-16768	-149	-149	-149	-149	-149	-149	-149	-149	-149

Iv.d Seaweed - youth

Production capacity																							
Parameters		WOP		With Project																			
A. Space				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Total land area - Seaweed		Ha	0.05	0.08	0.08	0.08	0.08	0.10	0.10	0.10	0.10	0.50	0.50	0.50	0.50	0.50	0.50	0.90	0.90	0.90	0.90	0.90	0.90
B. Space (%)																							
Seaweed		%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Seagrapes		%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Financial Budget																							
Items		Unit	Without Project	With Project																			
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Value		US\$	967	1548	1548	2757	3639	4549	4549	4549	4549	22745	22745	22745	22745	22745	22745	40941	40941	40941	40941	40941	40941
Seaweed		US\$	645	1032	1032	1838	2426	3033	3033	3033	3033	15163	15163	15163	15163	15163	15163	27294	27294	27294	27294	27294	27294
Seagrapes		US\$	322	516	516	919	1213	1516	1516	1516	1516	7582	7582	7582	7582	7582	7582	13647	13647	13647	13647	13647	13647
Cost		US\$	767	1229	1229	2184	2522	3152	3158	3158	3158	15791	15791	15791	15791	15791	15791	28424	28424	28424	28424	28424	28424
Investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income				-4464	-8542	-8360	-7530	-2748	1391	1391	1391	6954	6954	6954	6954	6954	6954	12516	12516	12516	12516	12516	12516

Iv. Ecotourism - SMEs

Production capacity																								
Parameters		WOP	With Project																					
a) Visitors			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20		
Visitors (10 tourist/week, 52weeks/year) - Full day		Person	520.00	520.00	546.00	572.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00	624.00		
Visitors (20 tourist/week, 52weeks/year) - half day		Person	1040.00	1040.00	1092.00	1144.00	1144.00	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80	1164.80		
b) Handicraft		Unit	With Project																					
Handicraft products (wood, stones, shells, etc) (at least 1 product/visitor)			1560.00	1560.00	1638.00	1716.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00	1794.00		
Financial Budget		Unit	Without Project	With Project																				
Items			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
Value		US\$	109200	109200	114660	120120	125450	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178	126178		
Visitors - Full day		US\$	33800	33800	35490	37180	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560	40560		
Visitors - half day		US\$	36400	36400	38220	40040	40040	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768	40768		
handicraft products		US\$	39000	39000	40950	42900	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850	44850		
Cost		US\$	53240	53864	56380	59520	61976	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288	62288		
Investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0		
Direct investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0		
Net Income			55952	50553	49419	51667	54827	59745	63890	63890	63890	63890	63890	63890	63890	63890	63890	63890	63890	63890	63890	63890		

B. Detailed Financial budget

B.1 Agroforestry system 1

[illegible]

B.2 Agroforestry system 2

I. Production system													
Land size (ha)													
Crop Type		Species	Quantity	Spacing	Without project Area Allocation (ha)		Purpose	Quantity	Spacing	With project Area Allocation (ha)		Purpose	
Root Crops		Taro	1m x 1m rows	8000	1m x 1m rows	8000	Staple food production	1m x 0.8m rows	10380	1m x 0.8m rows	10380	Staple food production and income	20%
Nitrogen-Fixing Cover Crop		Cassava	1.8m x 1m rows	8000	1.8m x 1m rows	8000							20%
Fruit Trees		Sweet Potato	1m x 0.8m rows	15%									12%
Spice Crop		Mucuna (Velvet Bean)	Between rows & in a dedicated plot	0%			Soil fertility, weed suppression	Between rows & in a dedicated plot	0%			Soil fertility, weed suppression	2%
Tropical Trees		Breadfruit	10 8m apart	1%			Food, shade, soil stabilization	20 8m apart	2%			Food, shade, soil stabilization	8%
Water-Edge Plants		Cocoa	20 5m x 2m	1%			Main cash crop	100 5m x 2m	2%			Main cash crop	2%
Total		Vanilla	Along cocoa trees	1%			High-value crop, secondary income	50 Along cocoa trees	3%			High-value crop, secondary income	3%
H. Assumptions		Teak	5 10m apart	0%			Long-term income	5 10m apart	0%			Long-term income	0%
H. A Benefits		Banana	Along swales	1%			Additional income, water retention	Along swales	5%			Additional income, water retention	5%
		Papaya	Along swales	1%			Additional income, water retention	Along swales	5%			Additional income, water retention	5%
				100%					100%				100%
II. B Costs													
Units		WOP		WP		Expected changes with project situation (improved agroforestry system)		Year 3		Year 4		Year 5	
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 5
a) Yields		kg/ha	8000	8000	8000	8000	8000	0%	0%	0%	0%	0%	0%
Taro		kg/ha	8000	8000	8000	8000	8000	0%	0%	0%	0%	0%	0%
Cassava		kg/ha	8000	8000	8000	8000	8000	0%	0%	0%	0%	0%	0%
Sweet Potato		kg/ha	8000	8000	8000	8000	8000	0%	0%	0%	0%	0%	0%
Mucuna (Velvet Bean) - No yields		kg/ha	20000	20000	20000	20000	20000	0%	0%	0%	0%	0%	0%
Breadfruit		kg/ha	2000	2000	2000	2000	2000	0%	0%	0%	0%	0%	0%
Cocoa		kg/ha	2000	2000	2000	2000	2000	0%	0%	0%	0%	0%	0%
Vanilla		kg/ha	800	800	800	800	800	0%	0%	0%	0%	0%	0%
Teak		m3/ha	2	2	2	2	2	0%	0%	0%	0%	0%	0%
Banana		kg/ha	10000	10000	10000	10000	10000	0%	0%	0%	0%	0%	0%
Papaya		kg/ha	10000	10000	10000	10000	10000	0%	0%	0%	0%	0%	0%
b) Soil use		%/ha	80%	80%	80%	80%	80%	0%	0%	0%	0%	0%	0%
Cassava		%/ha	30%	30%	30%	30%	30%	0%	0%	0%	0%	0%	0%
Sweet Potato		%/ha	15%	15%	15%	15%	15%	0%	0%	0%	0%	0%	0%
Mucuna (Velvet Bean)		%/ha	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Breadfruit		%/ha	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%
Cocoa		%/ha	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%
Vanilla		%/ha	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%
Teak		%/ha	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Banana		%/ha	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%
Papaya		%/ha	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%
c) Ecosystem services		kg/ha	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%
Soil erosion		kg/ha	0.77	0.77	0.77	0.77	0.77	0%	0%	0%	0%	0%	0%
GHG		kg/ha	0.77	0.77	0.77	0.77	0.77	0%	0%	0%	0%	0%	0%
II. B Costs													
Units		WOP		WP		Expected changes with project situation (improved agroforestry system)		Year 3		Year 4		Year 5	
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 5
a.1 Seeds		kg/ha	1600	1600	1600	1600	1600	0%	0%	0%	0%	0%	0%
Taro		kg/ha	1600	1600	1600	1600	1600	0%	0%	0%	0%	0%	0%
Cassava		kg/ha	1600	1600	1600	1600	1600	0%	0%	0%	0%	0%	0%
Sweet Potato		kg/ha	2600	2600	2600	2600	2600	0%	0%	0%	0%	0%	0%
Mucuna (Velvet Bean)		kg/ha	100	100	100	100	100	0%	0%	0%	0%	0%	0%
Breadfruit		kg/ha	100	100	100	100	100	0%	0%	0%	0%	0%	0%
Cocoa		kg/ha	100	100	100	100	100	0%	0%	0%	0%	0%	0%
Vanilla		kg/ha	50	50	50	50	50	0%	0%	0%	0%	0%	0%
Teak		kg/ha	600	600	600	600	600	0%	0%	0%	0%	0%	0%
Banana		kg/ha	3000	3000	3000	3000	3000	0%	0%	0%	0%	0%	0%
Papaya		kg/ha	3000	3000	3000	3000	3000	0%	0%	0%	0%	0%	0%
a.2 Organic Fertilizers/Compost		kg/ha	900	900	900	900	900	0%	0%	0%	0%	0%	0%
a.3 Chemical Fertilizers		kg/ha	0	0	0	0	0	0%	0%	0%	0%	0%	0%
MAP (P-40 kg P2O5)		kg/ha	80	80	80	80	80	0%	0%	0%	0%	0%	0%
MOP (K-40 kg K2O)		kg/ha	80	80	80	80	80	0%	0%	0%	0%	0%	0%
a.4 Herbicides		kg/ha	16	16	16	16	16	0%	0%	0%	0%	0%	0%
a.5 Fungicides		kg/ha	1	1	1	1	1	0%	0%	0%	0%	0%	0%
a.6 Pesticides		kg/ha	1	1	1	1	1	0%	0%	0%	0%	0%	0%
b) Equipment and tools		kg/ha	1	1	1	1	1	0%	0%	0%	0%	0%	0%
c) Labor		kg/ha	0	0	0	0	0	0%	0%	0%	0%	0%	0%
Land Preparation		kg/ha	8	8	8	8	8	0%	0%	0%	0%	0%	0%
Transportation of Seedlings		kg/ha	4	4	4	4	4	0%	0%	0%	0%	0%	0%
Harvest		kg/ha	18	18	18	18	18	0%	0%	0%	0%	0%	0%
Transport		kg/ha	18	18	18	18	18	0%	0%	0%	0%	0%	0%
Swale construction		kg/ha	8	8	8	8	8	0%	0%	0%	0%	0%	0%
Miscellaneous Costs		kg/ha	1	1	1	1	1	0%	0%	0%	0%	0%	0%
Contingency for unforeseen expenses		kg/ha	1	1	1	1	1	0%	0%	0%	0%	0%	0%
III. Physical Budget													
Physical Budget													
Items		Unit	Without Project	Y1	Y2	Y3	Y4	With Project	Y5	Y6	Y7	Y8	Y9
A. INFLOW													
Potential yield (total)		kg	4000	4000	3200	1700	1640	1640	1640	1640	1640	1640	1640
Taro		kg	2700	2700	1800	1800	2070	2070	2070	2070	2070	2070	2070
Sweet Potato		kg	600	600	600	320	552	552	552	552	552	552	552
Mucuna (Velvet Bean)		kg	0	0	0	0	0	0	0	0	0	0	0
Breadfruit		kg	50	50	150	440	460	460	460	460	460	460	460
Cocoa		kg	20	20	60	374	400	400	400	400	400	400	400
Vanilla		kg	0	0	10	16.4	17.20	17.20	17.20	17.20	17.20	17.20	17.20
Teak		m3	0	0	0.0005	0.011	0.011	0.011	0.011	0.011	0.011	0.011	0.011
Banana		kg	100	100	750	800	800	800	800	800	800	800	800
Papaya		kg	100	100	750	800	800	800	800	800	800	800	800
Losses harvest/postharvest process (%)		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Cassava		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Sweet Potato		%	0%	0%	0%	10%	0%	0%	0%	0%	0%	0%	0%
Mucuna (Velvet Bean)		%	0%	0%	0%	10%	0%	0%	0%	0%	0%	0%	0%
Breadfruit		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Cocoa		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Vanilla		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Teak		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Banana		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Papaya		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Final product (kg)		kg	2930	2930	2614	4066.328	4066.328	4066.328	4066.328	4066.328	4066.328	4066.328	4066.328
Taro		kg	3000	3000	2360	1460	1600	1600	1600	1600	1600	1600	1600
Cassava		kg	2160	2160	1440	1860	1860	1860	1860	1860	1860	1860	1860
Sweet Potato		kg	400	400	400	440	440	440	440	440	440	440	440
Mucuna (Velvet Bean)		kg	0	0	0	0	0	0	0	0	0	0	0
Breadfruit		kg	40	40	120	374	414	414	414	414	414	414	414
Cocoa		kg	16	16	48	374	414	414	414	414	414	414	414
Vanilla		kg	4	4	14.025	14.025	14.025	14.025	14.025	14.025	14.025	14.025	14.025
Teak		m3	0	0	0.0005	0.01035	0.01035	0.01035	0.01035	0.01035	0.01035	0.01035	0.01035
Banana		kg	80	80	600	617.5	617.5	617.5	617.5	617.5	617.5	617.5	617.5
Papaya		kg	80	80	600	617.5	617.5	617.5	617.5	617.5	617.5	617.5	617.5
Selfconsumption (%)		%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Cassava		%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Sweet Potato		%	0%	0%	0%	60%	0%	0%	0%	0%	0%	0%	0%
Mucuna (Velvet Bean)		%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Breadfruit		%	20%	20%	20%	10%	10%	10%	10%	10%	10%	10%	10%
Cocoa		%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Vanilla		%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Teak		%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Banana		%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Papaya		%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Marketable products		kg	1200	1200	1024	662.4	662.4	662.4	662.4	662.4	662.4	662.4	662.4
Taro		kg	864	864	576	742.2	742.2	742.2	742.2	742.2	742.2	742.2	742.2
Cassava		kg	192	192	176	186.2	186.2	186.2	186.2	186.2	186.2	186.2	186.2
Sweet Potato		kg	32	32	32	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2
Mucuna (Velvet Bean)		kg	0	0	0	0	0	0	0	0	0	0	0
Breadfruit		kg	14.4	14.4	43.2	331.2	331.2	331.2	331.2	331.2	331.2	331.2	331.2
Cocoa		kg	3.6	3.6	10.8	13.9725	13.9725	13.9725	13.9725	13.9725	13.9725	13.9725	13.9725
Vanilla		kg	0	0	0.00315	0.00315	0.00315	0.00315	0.00315	0.00315	0.00315	0.00315	0.00315
Teak		m3	0	0	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005
Banana		kg	40	40	288	288	288	288	288	288	288	288	288
Papaya		kg	40	40	288								

B.4 Beekeeping

Production system	Category	Without project			With project									
		Name	Quantity	Unit	Name	Quantity	Unit							
		Foundational Beehive (includes boxes and colonies)	4 hives		16 hives									
B. Assumptions														
B.1 Benefits														
Units		WOP	Year 0	Year 1	Year 2	WP	Year 3	Year 4	Year 5	Expected changes with project situation (improved agroforestry system)				
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
a) Yields														
Honey		kg/harvest/Beehive	12	12	12	12	12	12	0%	0%	0%	0%	0%	
Pollen		kg/harvest/Beehive	0.2	0.2	0.2	0.2	0.2	0.2	0%	0%	0%	0%	0%	
Propolis		kg/harvest/Beehive	0	0	0	0	0	0	0%	0%	0%	0%	0%	
b) Harvest														
Honey		Harvest/year/beehives	2	2	2	2	3	3	0%	0%	0%	0%	0%	
Pollen		Harvest/year/beehives	0	0	0	0	1	1	0%	0%	0%	0%	0%	
Propolis		Harvest/year/beehives	0	0	0	0	0	0	0%	0%	0%	0%	0%	
c) Reproduction dynamic														
Bees in production - two floors		%	20%	20%	20%	20%	40%	50%	0%	0%	0%	0%	0%	
Bees in production - one floor		%	20%	20%	20%	20%	20%	20%	0%	0%	0%	0%	0%	
Bees in production - total		%	20%	20%	20%	20%	20%	20%	0%	0%	0%	0%	0%	
d) Population dynamic														
Bees in production - two floors		Number	1	1	1	100%	1	100%	5%	40%	70%	100%	280%	
Bees in production - one floor		Number	2	2	2	2	2	2	5%	40%	70%	100%	280%	
Bees in production - total		Number	3	3	3	3	3	3	5%	40%	70%	100%	280%	
e) B.B Costs														
Units		WOP	Year 0	Year 1	Year 2	WP	Year 3	Year 4	Year 5	Expected changes with project situation (improved agroforestry system)				
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
a) Inputs														
Veterinarian kits		Kg	108	108	108	108	11	11	11	5%	10%	10%	10%	
Fuels		L	20	21	21	21	22	22	22	5%	10%	10%	10%	
Tools		Units	100	100	100	100	11	11	11	5%	10%	10%	10%	
b) Beekeeping product packaging														
Materials and equipments		Units	1	1	1	1	1	1	1	5%	10%	10%	10%	
Kit for honey harvesting		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
Kit for propolis extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
Kit for pollen extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
Kit for wax extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
Replacement - boxes for production		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
Replacement - small boxes for foundational colonies		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0%	10%	20%	30%	
c. Labour														
Maintenance and supervision		person-days/ha	12	10	9	9	0	0	0	10%	20%	50%	60%	
Technical advisor		person-days/ha	18	13	14	14	24	24	24	10%	20%	50%	60%	
Transport		person-days/ha	1	7	7	7	8	10	10	10%	20%	50%	60%	
d) Miscellaneous Costs														
Construction		Unit	2	1	1	1	2	2	2	10%	20%	50%	60%	
B.2 Physical budget														
Physical budget		Units	Without Project	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
A. EMPLOY														
Human resources		Person	Unit	Without Project	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Potential yield (total)		Kg												
Honey		Kg	19.2	20.16	20.68	46.86	72	210.88	210.88	210.88	210.88	210.88	210.88	
Pollen		Kg	0	0	0	0.272	0.4	1.216	1.216	1.216	1.216	1.216	1.216	
Propolis		Kg	0	0	0	0.044	0.064	2.432	2.432	2.432	2.432	2.432	2.432	
Losses harvest/postharvest process (%)		%				0.004	0.01	0.364	0.364	0.364	0.364	0.364	0.364	
Final product (kg)		Kg	14.4	16.16	21.084	36.576	69.376	208.848	208.848	208.848	208.848	208.848	208.848	
Honey		Kg	14.4	16.16	21.084	36.576	69.376	208.848	208.848	208.848	208.848	208.848	208.848	
Pollen		Kg	0	0	0	0.272	0.4	1.216	1.216	1.216	1.216	1.216	1.216	
Propolis		Kg	0	0	0	0.044	0.064	2.432	2.432	2.432	2.432	2.432	2.432	
Selfconsumption (%)		%				0.004	0.01	0.364	0.364	0.364	0.364	0.364	0.364	
Honey		%	30%	30%	30%	30%	20%	20%	20%	20%	20%	20%	20%	
Pollen		%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Propolis		%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Marketable products		Kg	10.08	10.504	15.0028	31.3344	61.84	197.5936	197.5936	197.5936	197.5936	197.5936	197.5936	
Honey		Kg	10.08	10.504	15.0028	31.3344	61.84	197.5936	197.5936	197.5936	197.5936	197.5936	197.5936	
Pollen		Kg	0	0	0	0.4144	0.684	2.0736	2.0736	2.0736	2.0736	2.0736	2.0736	
Propolis		Kg	0	0	0	0.0048	0.0085	0.2688	0.2688	0.2688	0.2688	0.2688	0.2688	
B. Sold of foundational beehives		Units	1	1	1	1	1	1	1	1	1	1	1	
B. OUTFLOW														
a) Inputs														
Veterinarian kits		Kg	1	1	1	1	1	1	1	1	1	1	1	
Fuels		L	20	21	21	21	22	22	22	22	22	22	22	
Tools		Units	100	100	100	100	11	11	11	11	11	11	11	
b) Beekeeping product packaging														
Materials and equipments		Units	1	1	1	1	1	1	1	1	1	1	1	
Kit to repair hives (honey)		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for honey harvesting		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for propolis extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for pollen extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for wax extraction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - boxes for production		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - boxes for reproduction		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - small boxes for foundational colonies		Units	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
c. Labour (unskilled)		person-days/ha	24	24	24	24	24	24	24	24	24	24	24	
Maintenance and supervision		person-days/ha	12	10	9	9	0	0	0	0	0	0	0	
Harvesting		person-days/ha	12	10	9	9	0	0	0	0	0	0	0	
Technical advisor		person-days/ha	18	13	14	14	24	24	24	24	24	24	24	
Transport		person-days/ha	1	7	7	7	8	10	10	10	10	10	10	
d) Miscellaneous Costs														
Construction		Unit	2	1	1	1	2	2	2	2	2	2	2	
C. INVESTMENT		USD/ha												
Direct investment		USD/ha	0	0	0	0	0	0	0	0	0	0	0	
Indirect investment		USD/ha	0	0	0	0	0	0	0	0	0	0	0	
IV. Financial Budget/Economic budget														
Financial Budget		Without Project	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Value of production		USD	100	130	130	130	130	130	130	130	130	130	130	
Honey		USD	130	130	130	130	130	130	130	130	130	130	130	
Pollen		USD	0	0	0	0	0	0	0	0	0	0	0	
Propolis		USD	0	0	0	0	0	0	0	0	0	0	0	
Wax income		USD	40	40	40	40	40	40	40	40	40	40	40	
Sold of foundational beehives		USD	40	40	40	40	40	40	40	40	40	40	40	
a) Inputs		USD	440	440	440	440	440	440	440	440	440	440	440	
Veterinarian kits		USD	110	110	110	110	110	110	110	110	110	110	110	
Fuels		USD	20	21	21	21	22	22	22	22	22	22	22	
Tools		USD	100	100	100	100	110	110	110	110	110	110	110	
b) Beekeeping product packaging		USD	800	800	800	800	800	800	800	800	800	800	800	
Materials and equipments		USD	100	100	100	100	100	100	100	100	100	100	100	
Kit to repair hives (honey)		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for honey harvesting		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for propolis extraction		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for pollen extraction		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Kit for wax extraction		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - boxes for production		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - boxes for reproduction		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Replacement - small boxes for foundational colonies		USD	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
c. Labour (unskilled)		USD	40	40	40	40	40	40	40	40	40	40	40	

B.5 Pig production

Production system		Category	Item	Without project		With project														
			Production system	Quantity	Unit	Quantity	Unit													
					4 Pigs		5 1 reproductive male and 4 female													
II. Assumptions																				
II. A Benefits																				
		Units		WOP	Year 0	Year 1	Year 2	WP	Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)					Year 5		
													Year 2	Year 3	Year 4					
a) Yields	live weight	kg/animal		35	35	35	35	36.75	36.75	36.75	36.75	0%	0%	0%	5%	5%	5%	5%		
b) Carcass weight	Carcass (%)	%		56%	56%	56%	56%	56%	56%	56%	56%	0%	0%	0%	5%	5%	5%	5%		
c) Population dynamic (parameters)																				
	Breeding male	unit		1	1	1	1	1	1	1	1	0%	0%	0%	0%	0%	0%	0%		
	Breeding female	unit		3	3	3	3	3.6	3.9	3.9	3.9	0%	0%	0%	30%	30%	30%	30%		
	Litters per year	unit		1.5	1.5	1.5	1.5	1.65	1.65	1.65	1.65	0%	0%	0%	10%	10%	10%	10%		
	Piglets per litter	Unit/female pig/litter		5	5	5	5	5.5	5.5	5.5	5.5	0%	0%	0%	10%	10%	10%	10%		
	% mortality piglets	%		20%	20%	20%	20%	16%	14%	14%	14%	0%	0%	0%	-20%	-30%	-30%	-30%		
	% mortality adult animals	%		10%	10%	10%	10%	8%	7%	7%	7%	0%	0%	0%	-20%	-30%	-30%	-30%		
	% Percentage of piglets - female	%		50%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	0%		
	% Percentage of piglets - male	%		50%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	0%		
	% Percentage of removed piglets - female	%		80%	80%	80%	80%	72%	70%	70%	70%	0%	0%	0%	-10%	-12%	-12%	-12%		
	% Percentage of removed piglets- male	%		95%	95%	95%	95%	86%	84%	84%	84%	0%	0%	0%	-10%	-12%	-12%	-12%		
	Feed consumption (kg/adult animal) - No balanced (4kg/day)	Kg		1825	1825	1825	1825	1825	1825	1825	1825	0%	0%	0%	0%	0%	0%	0%		
	Feed consumption (kg/piglet) - No balanced (3.5kg/day)	Kg		1277.5	1277.5	1277.5	1277.5	1277.5	1277.5	1277.5	1277.5	0%	0%	0%	0%	0%	0%	0%		
c) Population dynamic																				
	Adult animals - Male	Number		1	1	1	1	1	1	1	1	0%	0%	0%	0%	0%	0%	0%		
	Adult animals - Female	Number		3	3	3	3	3	3	3	3	0%	0%	0%	0%	0%	0%	0%		
	Piglets - female	Number		8	8	8	8	13	14	14	14	0%	0%	0%	0%	0%	0%	0%		
	Piglets - male	Number		8	8	8	8	13	14	14	14	0%	0%	0%	0%	0%	0%	0%		
	Removed piglets - female	Number		6	6	6	6	9	10	10	10	0%	0%	0%	0%	0%	0%	0%		
	Removed piglets - female	Number		8	8	8	8	11	12	12	12	0%	0%	0%	0%	0%	0%	0%		
	Removed piglets - total	Number		14	14	14	14	20	22	22	22	0%	0%	0%	0%	0%	0%	0%		
	Carcass meat (kg)	Kg		278	278	278	278	409	449	449	449	0%	0%	0%	0%	0%	0%	0%		
II. B Costs																				
		Units		WOP	Year 0	Year 1	Year 2	WP	Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)					Year 5		
													Year 2	Year 3	Year 4					
a) Inputs	Veterinarian kits	Kit		1	1	1	1	1	1	1	1	0%	0%	0%	0%	0%	0%	0%		
	Feeds	Kg		27265.5	27265.5	27265.5	27265.5	39976.92284	44478.61722	44478.61722	44478.61722	0%	0%	5%	10%	20%	20%	20%		
b) Materials and equipments	Kit for corrals maintenance	Unit		2,000	2,100	2,200	2,200	2,400	2,600	2,600	2,600	5%	5%	10%	20%	30%	30%	30%		
	Kit for animal slaughtering	Unit		1,000	1,050	1,100	1,100	1,200	1,300	1,300	1,300	5%	5%	10%	20%	30%	30%	30%		
c. Labour	Animal care and feeding	person-days		60	60	60	60	63	66	66	66	0%	0%	0%	5%	10%	10%	10%		
	Transport	person-days		1	1	1	1	2	2	2	2	0%	0%	0%	50%	50%	50%	50%		
	Technical advisor	person-days		1	1	1	1	2	2	2	2	0%	0%	0%	50%	50%	50%	50%		
d) Miscellaneous Costs	Commercialization	Unit		1	1	1	1	2	2	2	2	0%	0%	0%	10%	50%	50%	50%		
III. Physical budget																				
Physical budget		1hs																		
Items																				
		Unit		Without Project	Y1	Y2	Y3	Y4	With Project	Y5	Y6	Y7	Y8	Y9	Y10					
A. INFLOW																				
Meat production	Benefits	Kg		278	278	278	409	449	449	449	449	449	449	449	449					
B. OUTFLOW																				
a) Inputs	Veterinarian kits	Kit		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
	Feeds	Kg		27265.5	27265.5	27265.5	39976.92284	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722	44478.61722		
b) Materials and equipments	Kit for corrals maintenance	Unit		2,000	2,100	2,200	2,200	2,400	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600		
	Kit for animal slaughtering	Unit		1,000	1,050	1,100	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300		
c. Labour (unskilled)	Animal care and feeding	person-days		60	60	60	60	63	66	66	66	66	66	66	66	66	66	66		
	Transport	person-days		1	1	1	1	1.5	1.5	2	2	2	2	2	2	2	2	2		
	Technical advisor	person-days		1	1	1	1	1.5	1.5	2	2	2	2	2	2	2	2	2		
d) Miscellaneous Costs	Commercialization	Units		1	1	1	1	1.5	1.5	2	2	2	2	2	2	2	2	2		
C. INVESTMENT																				
Direct investment		USD		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Indirect investment		USD		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
IV. Financial budget/Economic budget																				
Financial Budget																				
		Items		Without Project	With Project															
				1389	1	2	3	4	5	6	7	8	9	10						
Value of production																				
Meat production		USD		1389	1389	1389	1389	2046	2243	2243	2243	2243	2243	2243	2243	2243	2243	2243		
a) Inputs		USD		1171	1171	1171	1179	1698	1878	1878	1878	1878	1878	1878	1878	1878	1878	1878		
	Veterinarian kits	USD		80	80	80	88	96	96	96	96	96	96	96	96	96	96	96		
	Feeds	USD		1091	1091	1091	1599	1779	1779	1779	1779	1779	1779	1779	1779	1779	1779	1779		
b) Materials and equipments		USD		110	116	121	132	143	143	143	143	143	143	143	143	143	143	143		
	Kit for corrals maintenance	USD		60	63	66	72	78	78	78	78	78	78	78	78	78	78	78		
	Kit for animal slaughtering	USD		50	53	55	60	65	65	65	65	65	65	65	65	65	65	65		
c. Labour (unskilled)		USD		732	732	733	774	810	810	810	810	810	810	810	810	810	810	810		
	Maintenance and supervision	USD		720	720	720	756	792	792	792	792	792	792	792	792	792	792	792		
	Transport	USD		12	12	13	18	18	18	18	18	18	18	18	18	18	18	18		
	Technical advisor	USD		20	20	22	30	30	30	30	30	30	30	30	30	30	30	30		
d) Miscellaneous Costs		USD		50	50	55	75	75	75	75	75	75	75	75	75	75	75	75		
	Commercialization	USD		50	50	55	75	75	75	75	75	75	75	75	75	75	75	75		
E. INVESTMENT																				
Direct investment		USD		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Indirect investment		USD		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total production costs without labor		USD		1331	1336	1355	1902	2093	2093	2093	2093	2093	2093	2093	2093	2093	2093	2093		
Total production costs		USD		2083	2088	2110	2708	2933	2933	2933	2933	2933	2933	2933	2933	2933	2933	2933		
Net income without labor		USD		36	53	36	144	150	150	150	150	150	150	150	150	150	150	150		
Total Net Income		USD		-693	-699	-721	-660	-690	-690	-690	-690	-690	-690	-690	-690	-690	-690	-690		

B.6 Ecotourism

Production system		Without project		With project													
Category	Item	Quantity	Unit	Quantity	Unit												
Ecotourism - business		1 Business		1 Ecotourism businesses													
II. Assumptions																	
II. A. Benefits																	
		WOP		WP										Expected changes with project situation (improved agroforestry system)			
Units		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5					
a) Visitors																	
Visitors (10 tourist/week, 52weeks/year) - Full day	Person	820	820	846	872	824	824							0%	5%	10%	20%
Visitors (20 tourist/week, 52weeks/year) - half day	Units	1040	1040	1092	1144	1144	1164.8							0%	5%	10%	12%
b) Handicraft																	
Handicraft products (wood, stones, shells, etc) (at least 1 product/visitor)	Units	1560	1560	1638	1716	1794	1794							0%	5%	10%	15%
II. B. Costs																	
		WOP		WP										Expected changes with project situation (improved agroforestry system)			
Units		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5					
a) Inputs																	
Food and beverage supplies for tourists (3 meal rations/visitor full day)	meal rations	820	820	846	872	824	824							5%	5%	10%	10%
Food and beverage supplies for tourists (1.5 meal rations/visitor full day)	meal rations	1040	1040	1092	1144	1144	1164.8							5%	5%	10%	10%
Basic inputs for handicraft products (wood, yarns, shells, stone) - kit/product	Kit	1560	1638	1638	1716	1716	1716							5%	5%	10%	10%
b) Materials and equipments																	
Hiking equipment and materials	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
Binding and landscape observation equipment	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
Sport fishing equipment	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
Canoeing, boating, scuba, diving basic equipment	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
Eating and resting area materials and equipment	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
Equipment and materials for cleaning and maintenance services	Kit	1,000	1,000	1,100	1,200	1,300	1,300							0%	10%	20%	30%
c. Labour																	
Maintenance and supervision	person-days	50	50	55	60	65	65							0%	10%	20%	30%
Tour guides	person-days	100	100	110	120	130	130							0%	10%	20%	30%
Tourism services (gastronomy, reception, etc.)	person-days	100	100	110	120	130	130							0%	10%	20%	30%
Administrative personnel	person-days	180	180	198	216	234	234							0%	10%	20%	30%
Technical advisor	person-days	2	2	2	2	3	3							0%	10%	20%	30%
d) Miscellaneous Costs																	
Miscellaneous (marketing, transport)	Unit	6	6	7	7	7	7							0%	10%	20%	20%
III. Physical budget																	
Physical budget																	
Items		Unit	Without Project	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10				
A. INFLOW																	
Income - tourism																	
Visitors - Full day	Number		820	820	846	872	824	824	824	824	824	824	824				
Visitors- half day	Number		1040	1040	1092	1144	1144	1164.8	1164.8	1164.8	1164.8	1164.8	1164.8				
Income - Handicraft																	
Sale of handicrafts	Number		1560	1560	1638	1716	1794	1794	1794	1794	1794	1794	1794				
B. OUTFLOW																	
a) Inputs																	
Food and beverage supplies for tourists (3 meal rations/visitor full day)	meal rations		820	820	846	872	824	824	824	824	824	824	824				
Food and beverage supplies for tourists (1.5 meal rations/visitor full day)	meal rations		1040	1040	1092	1144	1144	1164.8	1164.8	1164.8	1164.8	1164.8	1164.8				
Basic inputs for handicraft products (wood, yarns, shells, stone) - kit/product	Kit		1560	1638	1638	1716	1716	1716	1716	1716	1716	1716	1716				
b) Materials and equipments																	
Hiking equipment and materials	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
Binding and landscape observation equipment	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
Sport fishing equipment	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
Canoeing, boating, scuba, diving basic equipment	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
Eating and resting area materials and equipment	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
Equipment and materials for cleaning and maintenance services	Kit		1,000	1,000	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300				
c. Labour																	
Maintenance and supervision	person-days		50	50	55	60	65	65	65	65	65	65	65				
Tour guides	person-days		100	100	110	120	130	130	130	130	130	130	130				
Tourism services (gastronomy, reception, etc.)	person-days		100	100	110	120	130	130	130	130	130	130	130				
Administrative personnel	person-days		180	180	198	216	234	234	234	234	234	234	234				
Technical advisor	person-days		2	2	2	2	3	3	3	3	3	3	3				
d) Miscellaneous Costs																	
Miscellaneous (marketing, transport)	Unit		6	6	6.6	7.2	7.2	7	7	7	7	7	7				
C. INVESTMENT																	
Direct investment	USD/ha		0	0	0	0	0	0	0	0	0	0	0				
Indirect investment	USD/ha		0	0	0	0	0	0	0	0	0	0	0				
IV. Financial budget/Economic budget																	
Financial Budget																	
Items			Without Project	1	2	3	4	5	6	7	8	9	10				
Value of production			70200		73710	77220	80600	81328	81328	81328	81328	81328	81328				
Visitors - Full day	US\$		33800	33800	35490	37180	40560	40560	40560	40560	40560	40560	40560				
Visitors- half day	US\$		36480	36480	38220	40040	42040	42768	42768	42768	42768	42768	42768				
Other income			39000	39000	40950	42850	44850	44850	44850	44850	44850	44850	44850				
Basic inputs for handicraft products (wood, yarns, shells, stone) - kit/product	US\$		38000	38000	40050	42000	44850	44850	44850	44850	44850	44850	44850				
a) Inputs			43880	44384	46884	48884	49920	49920	49920	49920	49920	49920	49920				
Food and beverage supplies for tourists (3 meal rations/visitor full day)	meal rations		15600	15600	16380	17160	18720	18720	18720	18720	18720	18720	18720				
Food and beverage supplies for tourists (1.5 meal rations/visitor full day)	meal rations		19500	19500	20460	21420	23420	23420	23420	23420	23420	23420	23420				
Basic inputs for handicraft products (wood, yarns, shells, stone) - kit/product	Kit		12480	13104	13728	14352	15372	15372	15372	15372	15372	15372	15372				
b) Materials and equipments			320	320	362	384	416	416	416	416	416	416	416				
Hiking equipment and materials	Kit		30	30	33	36	39	39	39	39	39	39	39				
Binding and landscape observation equipment	Kit		50	50	55	60	65	65	65	65	65	65	65				
Sport fishing equipment	Kit		30	30	33	36	39	39	39	39	39	39	39				
Canoeing, boating, scuba, diving basic equipment	Kit		100	100	110	120	130	130	130	130	130	130	130				
Eating and resting area materials and equipment	Kit		50	50	55	60	65	65	65	65	65	65	65				
Equipment and materials for cleaning and maintenance services	Kit		60	60	66	72	78	78	78	78	78	78	78				
c. Labour (skilled)			8600	8600	9320	10040	11160	11160	11160	11160	11160	11160	11160				
Maintenance and supervision	person-days		1000	1000	1100	1200	1300	1300	1300	1300	1300	1300	1300				
Tour guides	person-days		2000	2000	2200	2400	2600	2600	2600	2600	2600	2600	2600				
Tourism services (gastronomy, reception, etc.)	person-days		2000	2000	2200	2400	2600	2600	2600	2600	2600	2600	2600				
Administrative personnel	person-days		3600	3600	3960	4320	4680	4680	4680	4680	4680	4680	4680				
Technical advisor	person-days		40	40	44	48	52	52	52	52	52	52	52				
d) Miscellaneous Costs			600	600	660	720	720	720	720	720	720	720	720				
Miscellaneous (marketing, transport)	Unit		60	60	66	72	72	72	72	72	72	72	72				
E. INVESTMENT																	
Direct investment	US\$		0	0	0	0	0	0	0	0	0	0	0				
Indirect investment	US\$		0	0	0	0	0	0	0	0	0	0	0				
Total production costs without labor		US\$	44600	48224	46876	49182	50744	51096	51096	51096	51096	51096	51096				
Total production costs		US\$	53240	53854	56380	58280	62288	62288	62288	62288	62288	62288	62288				
Net Income without labor		US\$	25600	24976	26044	26618	26854	26854	26854	26854	26854	26854	26854				
Total Net Income		US\$	16960	16336	17330	17920	18624	19040	19040	19040	19040	19040	19040				

B.7 Chicken

I. Production system		Without project		With project																	
Category	Item	Quantity	Unit	Quantity	Unit																
Production system		6 Hens		10 Hens and 1 rooster																	
II. Assumptions																					
II. A. Benefits																					
	Units	WOP Year 0	Year 1	Year 2	WP Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)												
									Year 2	Year 3	Year 4	Year 5									
a) Parameters																					
Live weight	kg/animal	1.6	1.6	1.6	1.6	1.69	1.69	1.69	0%	0%	5%	5%	5%								
Laying days (Eggs suitable for consumption)	Days/hen	135	135	135	135	141.75	141.75	141.75	0%	5%	5%	5%	5%								
b) Carcass weight and egg weight																					
Carcass (%)	%	65%	65%	65%	65%	65%	65%	65%	0%	0%	0%	0%	0%								
Egg weight	kg/egg	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0%	0%	0%	0%	0%								
c) Population dynamic (parameters)																					
Breeding male	unit	1	1	1	1	1	1	1	0%	0%	0%	0%	0%								
Breeding female	unit	6	6	6	6	7.2	10.02	10.02	0%	0%	20%	67%	87%								
Percentage of hens in laying	%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%								
Percentage of hens for chick production	%	30%	30%	30%	30%	30%	30%	30%	0%	0%	0%	0%	0%								
Replacement chicks	unit	20%	20%	1	20%	20%	20%	20%	0%	0%	0%	0%	0%								
Number of incubations per year	Number	6	6	1	6	6	6	6	0%	0%	0%	0%	0%								
% Percentage mortality - adult	%	15%	15%	12%	15%	12%	12%	12%	0%	-20%	-20%	-20%	-20%								
% Percentage of mortality - chicken	%	20%	20%	20%	20%	14%	14%	14%	0%	-20%	-30%	-30%	-30%								
% Percentage of removed chicken- male	%	95%	95%	95%	95%	85%	84%	84%	0%	-10%	-12%	-12%	-12%								
% Percentage of removed chicken- female	%	80%	80%	80%	80%	80%	80%	80%	0%	-10%	-12%	-12%	-12%								
% Percentage of chicken- female	%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%								
% Percentage of chicken- male	%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%								
Feed consumption (kg/adult animal) - No balanced (80g/day)	Kg	29.2	29.2	29.2	29.2	29.2	29.2	29.2	0%	0%	0%	0%	0%								
Feed consumption (kg/chicken) - No balanced (40g/day)	Kg	14.6	14.6	14.6	14.6	14.6	14.6	14.6	0%	0%	0%	0%	0%								
c) Population dynamic																					
Adult animals - Male	Number	1	1	1	1	1	1	1	0%	0%	0%	0%	0%								
Adult animals - Female	Number	5	5	5	5	9	9	9	0%	0%	0%	0%	0%								
Chicken - female	Number	3	3	3	3	5	7	7	0%	0%	0%	0%	0%								
Chicken - male	Number	3	3	3	3	5	7	7	0%	0%	0%	0%	0%								
Removed chicken - male	Number	4	3	3	3	8	7	7	0%	0%	0%	0%	0%								
Removed chicken - female	Number	3	3	3	3	4	6	6	0%	0%	0%	0%	0%								
Removed chicken- total	Number	6	6	6	6	12	13	13	0%	0%	0%	0%	0%								
Carcass meat (kg)	Kg	7	7	7	7	9	13	13	0%	0%	0%	0%	0%								
II. B. Costs																					
	Units	WOP Year 0	Year 1	Year 2	WP Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)												
									Year 2	Year 3	Year 4	Year 5									
a) Inputs																					
Veterinarian kits	Kit	1	1	1	1.1	1.2	1.2	1.2	0%	10%	20%	20%	20%								
Feeds	Kg	265.8952	265.8952	0	265.8952	0	335.8084096	472.0738538	0%	5%	10%	10%	10%								
b) Materials and equipments																					
Kit for corral maintenance	Unit	1,000	1,050	0	1,100	1,300	1,300	1,300	5%	10%	20%	30%	30%								
Kit for animal slaughtering	Unit	1,000	1,050	0	1,100	1,200	1,300	1,300	5%	10%	20%	30%	30%								
c. Labour																					
Animal care and feeding	person-days	5	5	5	5	5	6	6	0%	0%	5%	10%	10%								
Transport	person-days	1	1	1	1	2	2	2	0%	10%	50%	50%	50%								
Technical advisor	person-days	0	0	0	0	0	0	0	0%	10%	50%	50%	50%								
d) Miscellaneous Costs																					
Commercialization	Unit	1	1	1	1	2	2	2	0%	10%	50%	50%	50%								
III. Physical budget																					
Physical budget																					
Items	Unit	Without Project	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10									
A. INFLOW	Benefits																				
Meat production	Kg	27	27	27	35	50	50	50	50	50	50	50									
Egg production	Kg	7	7	7	9	13	13	13	13	13	13	13									
Egg outflow	Kg	19.44	19.44	19.44	25.71912	36.64463	36.64463	36.64463	36.64463	36.64463	36.64463	36.64463									
a) Inputs																					
Veterinarian kits	Kit	1	1	1	1.1	1.2	1.2	1.2	1.2	1.2	1.2	1.2									
Feeds	Kg	265.8952	265.8952	265.8952	335.8084096	472.0738538	472.0738538	472.0738538	472.0738538	472.0738538	472.0738538	472.0738538									
b) Materials and equipments																					
Kit for corral maintenance	Unit	1,000	1,050	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300									
Kit for animal slaughtering	Unit	1,000	1,050	1,100	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300									
c. Labour (unskilled)																					
Animal care and feeding	person-days	5	5	5	5	5	6	6	6	6	6	6									
Transport	person-days	1	1	1	1	2	2	2	2	2	2	2									
Technical advisor	person-days	0	0	0	0	0	0	0	0	0	0	0									
d) Miscellaneous Costs																					
Commercialization	Units	1	1	1	1	1	2	2	2	2	2	2									
e. INVESTMENT																					
Direct investment	USD	0	0	0	0	0	0	0	0	0	0	0									
Indirect investment	USD	0	0	0	0	0	0	0	0	0	0	0									
IV. Financial budget/Economic budget																					
Financial Budget																					
Items	Without Project	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10										
Value of production		45	1	45	2	59	3	84	4	84	5	84	6	84	7	84	8	84	9	84	10
Meat production	\$/US	21	21	21	21	26	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Egg production	\$/US	23	23	23	23	31	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44
a) Inputs		20	20	22	20	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
Veterinarian kits	\$/US	20	20	20	22	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
Feeds	\$/US	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
b) Materials and equipments		40	42	44	44	46	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
Kit for corral maintenance	\$/US	20	21	21	24	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
Kit for animal slaughtering	\$/US	20	21	24	20	22	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
c. Labour (unskilled)	\$/US	72	72	73	73	81	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84
Maintenance and supervision	\$/US	60	60	60	60	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Transport	\$/US	12	12	13	13	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
Technical advisor	\$/US	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d) Miscellaneous Costs	\$/US	10	10	11	11	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
e. INVESTMENT																					
Commercialization	\$/US	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct investment	\$/US	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indirect investment	\$/US	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total production costs without labor	\$/US	70	72	77	77	87	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91
Total production costs	\$/US	142	144	160	160	178	178	178	178	178	178	178	178	178	178	178	178	178	178	178	178
Net income without labor	\$/US	-26	-26	-33	-29	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27	-27
Total Net Income	\$/US	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180	-180

B.8 Seaweed

Production system		Land size (ha)																			
Crop Type		Species		Quantity	Spacing	Without project				With project				Area Allocation (ha)				Purpose			
Seaweed	Seagrass	Seaweed	Seagrass	10000	10000	10000	10000	10000	10000	50%	Income and food security	50%	Income and food security	50%	Income and food security	50%	Income and food security	50%	Income and food security		
Total	Total	Total	Total	10000	10000	10000	10000	10000	10000	100%	Income and food security	100%	Income and food security	100%	Income and food security	100%	Income and food security	100%	Income and food security		
II. Assumptions																					
II. A Benefits																					
Units		WOP	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)											
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2		
a) Yields	kg/ha	10000	10000	10000	10000	10000	11000	12000	12000	0%	0%	0%	10%	10%	20%	20%	20%	20%	20%		
Seaweed	kg/ha	10000	10000	10000	10000	10000	11000	12000	12000	0%	0%	0%	10%	10%	20%	20%	20%	20%	20%		
b) Area	%/ha	50%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Seagrass	%/ha	50%	50%	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
c) Ecosystem services	GHG sequestration	1.2	1.2	1.2	1.2	1.2	1.32	1.32	1.32	0%	0%	0%	10%	10%	10%	10%	10%	10%	10%		
II. B Costs																					
Units		WOP	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Expected changes with project situation (improved agroforestry system)											
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2		
a) Inputs	kg/ha	1000	1050	1050	1050	1100	1100	1100	5%	5%	10%	5%	10%	5%	10%	10%	10%	10%	10%		
a.1 Seeds	kg/ha	1000	1050	1050	1050	1100	1100	1100	5%	5%	10%	5%	10%	5%	10%	10%	10%	10%	10%		
Seaweed	kg/ha	1000	1050	1050	1050	1100	1100	1100	5%	5%	10%	5%	10%	5%	10%	10%	10%	10%	10%		
Seagrass	kg/ha	1000	1050	1050	1050	1100	1100	1100	5%	5%	10%	5%	10%	5%	10%	10%	10%	10%	10%		
b) Equipments and tools	meters	10000	10000	10000	11000	11000	11000	11000	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Ropes and Lines for Seaweed/Seagrass Farms	meters	10000	10000	10000	11000	11000	11000	11000	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Buoys for Cultivation	units	500	500	550	550	550	550	550	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Anchors and Weighing Materials	units	110	110	110	110	110	110	110	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
c) Labour	person-days	50	55	55	55	55	55	55	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Planting	person-days	50	55	55	55	55	55	55	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Harvesting	person-days	50	55	55	55	55	55	55	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Regular Maintenance and Repairs	person-days	50	55	55	55	55	55	55	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
d) Miscellaneous Costs	person-days	50	55	55	55	55	55	55	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
e) Contingency for Unforeseen Expenses	Units	1	1	1	1	1	1	1	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%		
III. Physical budget																					
Physical budget		Unit	Without Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1		
A. INFLOW		Potential yield (total)	kg	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000		
Seaweed	Losses harvest/postharvest process (%)	%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%		
Seagrass	Final product (kg)	kg	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800	7800		
Seaweed	Selfconsumption (%)	%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Seagrass	Marketable products	kg	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375	3375		
Seaweed	Ecosystem services	GHG	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2		
Seagrass		USD/ha	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
IV. Financial budget/Economic budget																					
Financial Budget		Without Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2		
Value of production	USD	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750	63750		
Seaweed	USD	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875		
Seagrass	USD	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875	31875		
Ecosystem services	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GHG	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
a) Inputs	USD	1850	1943	1943	1943	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035		
a.1 Seeds	USD	1850	1943	1943	1943	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035		
Seaweed	USD	1850	1943	1943	1943	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035		
Seagrass	USD	1850	1943	1943	1943	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035	2035		
b) Equipments and tools	USD	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000		
Ropes and Lines for Seaweed/Seagrass Farms	USD	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000	210000		
Buoys for Cultivation	USD	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000	20000		
Anchors and Weighing Materials	USD	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000		
c) Labour	USD	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000		
Planting	USD	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600		
Harvesting	USD	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300		
Regular Maintenance and Repairs	USD	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000		
d) Miscellaneous Costs	USD	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
e) Contingency for unforeseen expenses	USD	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
f) Investment	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Indirect investment	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total production costs without labor	USD	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750		
Total production costs	USD	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750	219750		
Net income without labor	USD	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000		
Total Net Income	USD	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000	-150000		
Incremental benefit	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Incremental cost	USD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

Annex 4. Economic and Financial Analysis

I. Introduction

The economic rationale behind the project is built on several key strategies: boosting primary agricultural productivity, improving post-harvest processes, promoting diversification into high-value, market-oriented products, enhancing the profitability of agricultural producer organizations and SMEs, fostering rural enterprises related to ecotourism and agritourism, and encouraging the sustainable use of marine and non-marine resources to maximize ecosystem services. These objectives will be achieved primarily through the adoption of good agricultural and post-harvest practices, the implementation of climate-smart technologies, the development of enhanced post-harvest facilities, specialized training, access to credit for entrepreneurs, and sustainable planning for the use of both marine and non-marine natural resources.

II. Methodological approach

1. An incremental ex-ante cost-benefit analysis was conducted to evaluate the economic and financial feasibility of the project, estimating various investment return indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), Benefit-Cost Ratio (B/C), payback period, switching values and other relevant metrics. The analysis primarily relied on information gathered from a combination of primary and secondary sources during a field mission, which included interviews and field visits to assess the project's potential benefits.

2. Financial analyses utilized actual market prices, inclusive of taxes, subsidies, and other market distortions. Conversely, economic analyses employed adjusted economic prices to correct for these distortions, reflecting the broader economic environment in Fiji. The results from the financial analysis provide insights into the returns for implementing entities, participants, private enterprises, and beneficiaries. Meanwhile, the economic analysis reveals the genuine returns to society, offering valuable insights for policymakers responsible for promoting public investment.

Estimates were made using a social discount rate of 7.80 percent¹ and 8.20 percent² of cost of capital. The analysis accounted for the total project costs, including contributions from beneficiaries and governmental counterparts, and incorporated benefits from ecosystem services such as soil erosion reduction and greenhouse gas (GHG) emission reduction. Sensitivity and scenario analyses were conducted to evaluate the potential impact of key variable changes on the project's economic viability due to different factors, such as changes in input and output prices, adoption rates, benefits, costs, social discount rates, evaluation periods and other variables.

¹ The estimated value is determined using the average value of the Weighted Average Approach, which combines the Social Opportunity Cost of Capital (SOC) Approach and the Social Time Preference Rate (STPR) Approach, along with the social discount rates applied by other IFIs in similar investment operations in Fiji.

² Estimated value using the Weighted Average Cost of Capital (WACC) approach

Main assumptions

i) General investment parameters

The analysis was conducted over an evaluation period of 20 years as the base scenario. Considering the specific characteristics of the investments proposed by the project, including a seven-year execution phase. For the conversion from private to social prices, the domestic price system numeraire was used. The following table presents the derived conversion factors and social discount rate and cost of capital.

A. Conversion Factor

Factors	Conversion Factor	Values
Standard Conversion Factor	SCF	0.927
Shadow Exchange Rate	SERF	1.079
Shadow Wage Rate Factor - Unskilled (adjusted SWRF)	SWRF - adj	0.731
Shadow Wage Rate Factor - skilled (adjusted SWRF)	SWRF - adj	0.811
Shadow Wage Rate Factor - unskilled labor (SWRF)	SWRF	0.789
Shadow Wage Rate Factor - skilled labor (SWRF)	SWRF	0.875
Conversion factor for non tradable goods/services	CF	0.917
B. Discount rates		
Cost of capital (%)	r	8.20%
Social discount rate (%) - Estimated	SDR	7.40%
Social discount rate (%) - used by ADB	SDR	10.0%
Social discount rate (%) - used by WB	SDR	6%
Average (%)		7.80%

The following tables show the derivation of the conversion factors for goods, services, and labor.

Variables	Values
SERF = ((M + Tm - Sm) + (X - Tx + Sx)) / (M + X)	
M = imports (LCU)	5,173,071,001
Tm = taxes on imports (LCU)	755,691,658
Sm = subsidies on imports (LCU)	0
X = exports (LCU)	4,411,276,923
Tx = taxes on exports (LCU)	0.00
Sx = subsidies on exports (LCU)	0
M + Tm - Sm (LCU)	5,928,762,660
X - tx + Sx (LCU)	4,411,277
SERF	1.08
SCF = 1/SERF	0.9269
VAT (%)	15%

Source: estimated using the WB data

B. Derivation of Shadow price of labour											
B.1 Unskilled labour											
Methodology	Market Wage (USD/hour)	Adjustment Factor Calculation	Unemployment Rate	Social Adjustment Factor	Productivity Adjustment Factor	Wage Differential	Training and Integration Cost	Adjustment Factor	Shadow Price Formula	Shadow Price (USD/hour)	Conversion factor
Economic Opportunity Cost Approach	4	1 - Unemployment Rate	0.086					0.914	Market Wage * (1 - Unemployment Rate)	2.57	0.64
Social Cost-Benefit Analysis Approach	4	1 - Social Adjustment Factor		0.15				0.85	Market Wage * (1 - Adjustment Factor)	3.4	0.85
Productivity Loss Approach	4	Productivity Adjustment Factor			0.75			0.75	Market Wage * Adjustment Factor	3	0.75
Wage Differential Approach	4	1 - Wage Differential				0.2		0.8	Market Wage * (1 - Adjustment Factor)	3.2	0.80
Replacement Cost Approach	4	1 - Training and Integration Cost					0.1	0.9	Market Wage - (Market Wage * Adjustment Factor)	3.6	0.90
Average	4									3.154	0.79
B.2 Skilled labour											
Methodology	Market Wage (USD/hour)	Adjustment Factor Calculation	Unemployment Rate	Social Adjustment Factor	Productivity Adjustment Factor	Wage Differential	Training and Integration Cost	Adjustment Factor	Shadow Price Formula	Shadow Price (USD/hour)	Conversion factor
Economic Opportunity Cost Approach	6	1 - Unemployment Rate	0.086					0.914	Market Wage * (1 - Unemployment Rate)	4.94	0.82
Social Cost-Benefit Analysis Approach	6	1 - Social Adjustment Factor		0.1				0.9	Market Wage * (1 - Adjustment Factor)	5.4	0.90
Productivity Loss Approach	6	Productivity Adjustment Factor			0.85			0.85	Market Wage * Adjustment Factor	5.1	0.85
Wage Differential Approach	6	1 - Wage Differential				0.15		0.85	Market Wage * (1 - Adjustment Factor)	5.1	0.85
Replacement Cost Approach	6	1 - Training and Integration Cost					0.05	0.95	Market Wage - (Market Wage * Adjustment Factor)	5.7	0.95
Average	6									5.248	0.87

Source: Prepared by the author

B. Social discount rate and cost of capital

The following table presents the derivation of the social discount rate and the cost of capital for Fiji using different methodological approaches.

A. Social Discount Rate	
1. Social Opportunity Cost of Capital (SOC) Approach:	
Formula: $SOC = R_f + \beta \cdot (1 - \tau_c) \cdot SOC = 1 - \beta R_f + H$	
Inputs:	
Risk-Free Rate (R_f): 3% (0.03)	
Average Risk Premium (β): 5% (0.05)	
Tax Rate (τ_c): 20% (0.20)	
Calculation: $SOC = 0.03 + 0.05 \cdot (1 - 0.20) = 0.080$ or $10\% SOC = 1 - 0.20 \cdot 0.03 + 0.05 = 0.800$ or 10%	
2. Social Time Preference Rate (STPR) Approach:	
Formula: $STPR = \rho + \theta \cdot g$	
Inputs:	
Pure Rate of Time Preference (ρ): 1.5% (0.015)	
Elasticity of Marginal Utility of Consumption (θ): 1	
Growth Rate of Per Capita Consumption (g): 2% (0.02)	
Calculation: $STPR = 0.015 + 1 \cdot 0.02 = 0.035$ or 3.5% $STPR = 0.015 + 1 \cdot 0.02 = 0.035$ or 3.5%	
3. Weighted Average Approach:	
Formula: $SDR = \alpha \cdot SOC + (1 - \alpha) \cdot STPR$	
Inputs:	
Weight for SOC Approach (α): 0.6	
SOC: 10%	
STPR: 3.5%	
Calculation: $SDR = 0.6 \cdot 0.10 + 0.4 \cdot 0.035 = 0.064$ or 6.4% $SDR = 0.6 \cdot 0.10 + 0.4 \cdot 0.035 = 0.064$ or 6.4%	
Social discount	7.40%
Sources:	
1. Asian Development Bank (ADB) Guidelines:	
Source: Asian Development Bank (ADB), "Fiji: Country Partnership Strategy (2019-2023)"	
Link: ADB Document	
2. World Bank Economic Analysis Guidelines:	
Source: World Bank, "Discounting Costs and Benefits in Economic Analysis of World Bank Projects"	
Link: World Bank Document	
3. Various Academic Sources on Social Discount Rate Methodologies:	
Source: Academic literature on social discount rate methodologies, including publications from journals such as "Journal of Environmental Economics and Management" and "Economic Modelling".	
Example: "A Framework for Assessing the Adequacy of Social Discount Rates for Infrastructure Projects" - Journal of Environmental Economics and Management	
B. Cost of capital	
1. Risk-Free Rate:	
The risk-free rate is typically based on long-term government bonds. It is assumed an approximate rate of 3% based on regional data and long-term trends.	
2. Equity Risk Premium:	
The equity risk premium is generally around 5% to 7% for developing countries. It is used a mid-point value of 6%.	
3. Sector-Specific Risk Premium:	
The forestry sector is often considered higher risk due to factors like environmental regulations, market volatility, and long growth cycles. It will add an additional sector-specific risk premium of 2%.	
4. Cost of Debt:	
The cost of debt for the forestry sector in Fiji would depend on the interest rates available to businesses. It will assume a cost of debt of 5%.	
5. Capital Structure:	
Assuming a typical capital structure for the forestry sector:	
Debt: 40%	
Equity: 60%	
6. Tax Rate:	
The corporate tax rate in Fiji is approximately 20%.	
Calculation:	
Cost of Equity:	
Cost of Equity = Risk-Free Rate + Equity Risk Premium + Sector-Specific Risk Premium	
Cost of Equity = 3% + 6% + 2% = 11%	
After-Tax Cost of Debt:	
After-Tax Cost of Debt = Cost of Debt * (1 - Tax Rate)	
After-Tax Cost of Debt = 5% * (1 - 0.20) = 4%	
Weighted Average Cost of Capital (WACC):	
WACC = (Weight of Equity * Cost of Equity) + (Weight of Debt * After-Tax Cost of Debt)	
WACC = (0.60 * 11%) + (0.40 * 4%) = 6.6% + 1.6% = 8.2%	
Cost of capital	8.20%
Source:	
1. **Asian Development Bank (ADB) Guidelines**": Provides regional economic data and insights into risk-free rates and equity premiums.	
2. **World Bank Reports**": Offers guidelines on cost of capital and sector-specific risk assessments.	
3. **Corporate Finance Textbooks and Academic Literature**": Provide methodologies and formulas for calculating the cost of capital, including WACC and sector-specific adjustments.	

Source: Own elaboration based on different literature sources and assumptions.

C) Investment models

3. The analysis based on the proposed "community" and "entrepreneurship" investment models, taking into account the specific activities outlined by the project and the characteristics of the beneficiaries of components 2 and 3. For each model, "with" and "without" project scenarios were evaluated to estimate the incremental benefits and costs directly attributable to the project. These results were used to calculate both disaggregated and aggregated cash flows, which were then utilized to determine the economic and financial indicators for the entire project, as well as for each component and model.

The proposed "community" investment model considers two typologies based on the production dynamics and access to natural resources of the beneficiaries: a)

communities with access to marine resources and b) communities without access to marine resources (more isolated communities). In both models, various types of activities and productive systems were analyzed to reflect the fact that households combine different productive activities as a strategy to diversify risk, ensuring food security and generating income. In this context, the analysis considered the implementation of activities aimed at strengthening the primary production and primary post-harvest/processing aspects of the following productive systems, in line with the project's technical proposal.

In both models, various types productive systems were analyzed to reflect that households in the beneficiary communities engage in diverse and complementary productive activities as a strategy to diversify risk, enhance food security, and generate income. In this context, the analysis considered implementing activities to strengthen primary production and essential post-harvest/processing aspects and supporting entrepreneurship ventures of the following productive systems, in alignment with the project's technical proposal.

i) Agroforestry system based on tuber and root crops, comprising a combination of various crops with different soil-use intensities, including taro, cassava, sweet potato, breadfruit, green manure (mucuna), coconut, teak, banana, and papaya.

ii) Agroforestry system based on cocoa and fruit plant production, comprising a combination of various crops with different land-use intensities, including cocoa, breadfruit, vanilla, taro, cassava, sweet potato, green manure (mucuna), teak, banana, and papaya.

iii) Production of a combination of vegetables, spices, and annual fruit crops, including okra, chili pepper, eggplant, tomato, cucumber, pineapple, and watermelon, with varying intensities of land use and seasonality.

iv) Beekeeping production for the production of honey, wax, propolis, and reproductive colonies.

v) Pig and chicken production primarily for self-consumption

vi) Ecotourism focused on attracting tourists to communal environments to engage in agricultural activities and explore marine ecosystems such as mangroves, while also promoting the sale of handicrafts made from non-timber and marine products.

vii) Sea weed and sea grapes production

4. Individual on-farm investments are planned through grants to improve primary production systems, while collective investments will focus on activities aimed at enhancing post-harvest processes such as ecotourism.

5. The proposed "entrepreneurship" model considers four typologies based on the corporate structure of the entrepreneurs: i) producers' organizations (cooperatives), ii) SMEs, iii) youth, and iv) women. For each of these typologies, the most important products and services were analyzed based on their commercial significance for each entrepreneurship and their potential in domestic and foreign markets, including cassava, taro, coconut, honey, vegetables, seaweed, and ecotourism. The primary investment planned by the project to improve the current situation of these enterprises is through a matching grant mechanism aimed at enhancing value-adding processes for agricultural and marine products, as well as services related to ecotourism.

D) Beneficiaries and adoption rates

A total of 3000 beneficiary families were considered for the investment models in communities. It is assumed that 60% of the households belong to communities with access to marine resources, while 40% do not have access to these resources,

across a total of 78 beneficiary communities. Each beneficiary family is assumed to have an average of 2 hectares of cultivable land in communities with access to marine resources and 1.7 hectares in communities without access to these resources, respectively. The adoption rate of beneficiary families in terms of agricultural improvements directly promoted by the project is expected to reach 70%, particularly in the areas of agricultural production.

It is also assumed that 100 producer organizations (45), SMEs (20), youth (15), and women (20) will benefit from the grants, with an expected success or adoption rate of 75% in applying improved post-harvest practices and processes to enhance rural enterprises.

E) Phasing

For each production system analyzed, it is assumed that improvements as a direct result of the project in terms of yields and reduction in post-harvest losses are progressive and respond to the particularities of each crop analyzed.

F) Ecosystem services

The economic analysis takes into account the ecosystem services provided by improved agroforestry systems, such as increased carbon sequestration due to greater biomass in productive systems and reduced soil erosion. The following tables present the derivation and details of these parameters.

A. Carbon removal/erosion rate reduction

Agroforestry model	Soil erosion (ton/ha/year)		Carbon sequestration (tCO ₂ /ha/year)	
	WOP	WP (-50% reduction)	WOP	WP (+50%)
Agroforestry 1	54	27	0.77	1.54
Agroforestry 2	54	27	0.77	1.54

Source: Based on secondary information³ and assumptions

The following tables present the derivation of the shadow price of land and CO₂ equivalent used in the economic analysis.

B. Social price of soil erosion

Category	Value (USD/ton)	Sources
Economic Loss	3	Assumed value for lost productivity per ton (Pimentel et al., 1995; FAO Reports)
Environmental Impact	2.74	Calculated based on environmental costs per hectare and erosion rate (Lal, 1998; World Bank Publications)
Social and Cultural Impact	2.74	Calculated based on social costs per hectare and erosion rate (UNCCD, 2020; FAO and World Bank Reports)
Total Social Price	8.48	Sum of Economic Loss, Environmental Impact, and Social and Cultural Impact

³ E.g. Montagnini, F. 2004. Carbon sequestration: An underexploited environmental benefit of agroforestry systems <https://link.springer.com/content/pdf/10.1023/B%3AAGFO.0000029005.92691.79.pdf>

Source: based on secondary information and some assumption

C. Shadow price of Carbon

Shadow Price of Carbon, US CPI adjusted (2023 \$US)

	2020	2021	2022	2023	2024	2025
Low	50	51	52	53	55	56
High	99	102	104	107	108	110

Source: World Bank

The social carbon price projected by the World Bank for 2025 was considered in this analysis, assuming a conservative scenario.

G. Financial and Economic Prices

The tables below present the financial and economic prices of the outputs and inputs considered in the analysis. For outputs, farm gate prices were used for primary production, while local wholesale market prices were applied to processed products. Market prices in the local market were used for all inputs.

i) Community models

A. Agroforestry A					
1. Financial and Economic Prices					
A. Root based agroforestry model		Agroforestry model			
Description	Good/service	Unit	Financial Prices	CF	Economic Prices
			2024		\$USD
Out Crops					
- Taro	Tradable (exported)	Kg	0.90	1.08	0.97
- Cassava	Tradable (exported)	Kg	0.44	1.08	0.47
- Sweet Potato	Non tradable	Kg	1.50	1.08	1.62
- Mucuna (Velvet Bean)	Non tradable	Kg	0.00	0.92	-
- Breadfruit	Non tradable	Kg	1.40	0.92	1.28
- Coconut	Tradable (exported)	Kg	0.30	1.08	0.32
- Teak	Non tradable	m3	30.00	0.92	27.52
Banana	Tradable (exported)	Kg	1.40	1.08	1.51
Papaya	Non tradable	Kg	1.20	0.92	1.10
Ecosystem services					
Soil erosion	Non tradable	ton			8.48
GHG	Non tradable	tCO2 eq			55.76
Inp Seed					
a.1 Seeds					
- Taro	Non tradable	kg	0.1	0.92	0.09
- Cassava	Non tradable	kg	0.1	0.92	0.09
- Sweet Potato	Non tradable	kg	0.1	0.92	0.09
- Mucuna (Velvet Bean)	Non tradable	kg	0.2	0.92	0.18
- Breadfruit	Non tradable	seedlings	2	0.92	1.83
- Coconut	Non tradable	seedlings	2	0.92	1.83
- Teak	Non tradable	seedlings	2	0.92	1.83
Banana	Non tradable	seedlings	2	0.92	1.83
Papaya	Non tradable	seedlings	2	0.92	1.83
a.2 Organic Fertilizers/ Compost	Non tradable	kg	1	0.92	0.92
a.3 Chemical Fertilizers			0		
Nitrogen source - Urea (46% N)	Tradable (imported)	kg	1	1.08	1.08
MAP (P: 40 kg P ₂ O ₅)	Tradable (imported)	kg	1	1.08	1.08
MOP (K: 60 kg K ₂ O)	Tradable (imported)	kg	1	1.08	1.08
a.4 Herbicides	Tradable (imported)	liters	1	1.08	1.08
a.5 Fungicides	Tradable (imported)	Kg	1	1.08	1.08
a.5 Pesticides	Tradable (imported)	liters	1	1.08	1.08
b) Equipments and tools	Non tradable	Set	1	0.92	0.92
b.1 Basic tools (shovels, hoes, pruners)	Non tradable	Set	1	0.92	0.92
Lat c. Labour (unskilled)			0	1.00	
- Land Preparation	Non tradable	person-days	12	0.79	9.46
- Transportation of Seedlings	Non tradable	person-days	12	0.79	9.46
- Planting	Non tradable	person-days	12	0.79	9.46
- Harvest	Non tradable	person-days	12	0.79	9.46
- Transport	Non tradable	person-days	12	0.79	9.46
c.1 Swale construction (skilled)	Non tradable	person-days	15	0.87	13.12
d) Miscellaneous Costs			0		
Contingency for unforeseen expenses	Non tradable	Units	50	0.92	45.87

B. Agroforestry B					
1. Financial and Economic Prices					
A. Root based agroforestry model		Agroforestry model			
Description	Good/ service	Unit	Financial Prices	CF	Economic Prices
			2024		\$USD
Out Crops					
- Taro	Tradable (exported)	Kg	0.90	1.08	0.97
- Cassava	Tradable (exported)	Kg	0.44	1.08	0.47
- Sweet Potato	Non tradable	Kg	1.15	0.92	1.06
- Mucuna (Velvet Bean)	Non tradable	Kg	0.00	0.92	-
- Breadfruit	Non tradable	Kg	1.09	0.92	1.00
Cocoa (bean)	Tradable (exported)	Kg	1.30	1.08	1.40
Vainilla (fresh)	Tradable (exported)	Kg	30.00	1.08	32.37
- Teak	Non tradable	m3	30.43	0.92	27.92
Banana	Tradable (exported)	Kg	1.09	1.08	1.18
Papaya	Non tradable	Kg	1.00	0.92	0.92
Ecosystem services					
Soil erosion	Non tradable	ton			8.48
GHG	Non tradable	tCO2 eq			55.76
Inp Seed					
a.1 Seeds					
- Taro	Non tradable	kg	0.1	0.92	0.09
- Cassava	Non tradable	kg	0.1	0.92	0.09
- Sweet Potato	Non tradable	kg	0.1	0.92	0.09
- Mucuna (Velvet Bean)	Non tradable	kg	0.2	0.92	0.18
- Breadfruit	Non tradable	seedlings	2	0.92	1.83
Cocoa	Non tradable	seedlings	2	0.92	1.83
Vainilla	Non tradable	seedlings	2	0.92	1.83
- Teak	Non tradable	seedlings	2	0.92	1.83
Banana	Non tradable	seedlings	2	0.92	1.83
Papaya	Non tradable	seedlings	2	0.92	1.83
a.2 Organic Fertilizers/ Compost	Non tradable	kg	1	0.92	0.92
a.3 Chemical Fertilizers			0		
Nitrogen source - Urea (46% N)	Tradable (imported)	kg	1	1.08	1.08
MAP (P: 40 kg P2Os)	Tradable (imported)	kg	1	1.08	1.08
MOP (K: 60 kg K2O)	Tradable (imported)	kg	1	1.08	1.08
a.4 Herbicides	Tradable (imported)	liters	1	1.08	1.08
a.5 Fungicides	Tradable (imported)	Kg	1	1.08	1.08
a.5 Pesticides	Tradable (imported)	liters	1	1.08	1.08
b) Equipments and tools	Non tradable	Set	1	0.92	0.92
b.1 Basic tools (shovels, hoes, pruners)	Non tradable	Set	1	0.92	0.92
Lat					
c. Labour (unskilled)			0	1.00	
- Land Preparation	Non tradable	person-days	12	0.79	9.46
- Transportation of Seedlings	Non tradable	person-days	12	0.79	9.46
- Planting	Non tradable	person-days	12	0.79	9.46
- Harvest	Non tradable	person-days	12	0.79	9.46
- Transport	Non tradable	person-days	12	0.79	9.46
c.1 Swale construction (skilled)	Non tradable	person-days	15	0.87	13.12
d) Miscellaneous Costs			0		
Contingency for unforeseen expenses	Non tradable	Units	50	0.92	45.87

C. Vegetable					
1. Financial and Economic Prices					
A. Vegetable		Vegetable			
Description	Good/service	Unit	Financial Prices	CF	Economic Prices
			2024		\$USD
Out Crops					
Okra	Non tradable	Kg	0.77	0.92	0.71
Chili Pepper	Non tradable	Kg	1.20	0.92	1.10
Eggplant	Non tradable	Kg	0.80	0.92	0.73
Tomato	Non tradable	Kg	0.99	0.92	0.91
Cucumber	Non tradable	Kg	0.88	0.92	0.81
Pineapple	Tradable (exported)	Kg	1.00	1.08	1.08
Watermelon	Non tradable	Kg	0.66	0.92	0.61
Ecosystem services					
Soil erosion	Non tradable	ton			8.48
GHG	Non tradable	tCO2 eq			55.76
Inp Seed					
a.1 Seeds					
Okra	Non tradable	kg	0.1	0.92	0.09
Chili Pepper	Non tradable	kg	0.1	0.92	0.09
Eggplant	Non tradable	kg	0.1	0.92	0.09
Tomato	Non tradable	kg	0.2	0.92	0.18
Cucumber	Non tradable	seedlings	2	0.92	1.83
Pineapple	Non tradable	seedlings	2	0.92	1.83
Watermelon	Non tradable	seedlings	2	0.92	1.83
a.2 Organic Fertilizers/ Compost	Non tradable	kg	1	0.92	0.92
a.3 Chemical Fertilizers			0		
Nitrogen source - Urea (46% N)	Tradable (imported)	kg	1	1.08	1.08
MAP (P: 40 kg P2O5)	Tradable (imported)	kg	1	1.08	1.08
MOP (K: 60 kg K2O)	Tradable (imported)	kg	1	1.08	1.08
a.4 Herbicides	Tradable (imported)	liters	1	1.08	1.08
a.5 Fungicides	Tradable (imported)	Kg	1	1.08	1.08
a.5 Pesticides	Tradable (imported)	liters	1	1.08	1.08
b) Equipments and tools	Non tradable	Set	1	0.92	0.92
b.1 Basic tools (shovels, hoes, pruners)	Non tradable	Set	1	0.92	0.92
Lat					
c. Labour (unskilled)			0	1.00	
- Land Preparation	Non tradable	person-days	12	0.79	9.46
- Transportation of Seedlings	Non tradable	person-days	12	0.79	9.46
- Planting	Non tradable	person-days	12	0.79	9.46
- Harvest	Non tradable	person-days	12	0.79	9.46
- Transport	Non tradable	person-days	12	0.79	9.46
c.1 Swale construction (skilled)	Non tradable	person-days	15	0.87	13.12
d) Miscellaneous Costs			0		
Contingency for unforeseen expenses	Non tradable	Units	50	0.92	45.87

D. Beekeeping							
1. Financial and Economic Prices							
A. Vegetable						Vegetable	
Description		Good/ service	Unit	Financial Prices	CF	Economic Prices	
				2024		\$USD	
Out	Product						
	Honey	Non tradable	Kg	9.00	0.92	8.26	
	Propoli	Non tradable	Kg	8.00	0.92	7.34	
	Polen	Non tradable	Kg	8.00	0.92	7.34	
	Wax	Non tradable	Kg	15.00	1.08	16.18	
	Other income			0.00		-	
	Sold of foundational beehives	Non tradable	Unit	50.00	0.92	45.87	
Inputs							
	Veterinarian kits	Non tradable	Kit	100	0.92	91.74	
	Feeds	Non tradable	Kg	10	0.92	9.17	
	Bags	Non tradable	Kit	20	0.92	18.35	
	Beekeeping product packaging	Non tradable	Units	1.2	0.92	1.10	
	b) Materials and equipments			0			
	Kit to repair hives (boxes)	Non tradable	Unit	120	0.92	110.09	
	Kit for honey harvesting	Non tradable	Unit	100	0.92	91.74	
	Kit for propolis extraction	Non tradable	Unit	100	0.92	91.74	
	Kit for polen extraction	Non tradable	Unit	100	0.92	91.74	
	Kit for wax extraction	Non tradable	Unit	100	0.92	91.74	
	Replacement - boxes for production	Non tradable	Unit	100	0.92	91.74	
	Replacement - boxes for reproduction	Non tradable	Unit	120	0.92	110.09	
	Replacement - small boxes for foundational color	Non tradable	Unit	100	0.92	91.74	
Lat	c. Labour (unskilled)			0			
	Maintenance and supervision	Non tradable	person-days	12	0.79	9.46	
	Harvesting	Non tradable	person-days	12	0.79	9.46	
	Transport	Non tradable	person-days	12	0.79	9.46	
	Technical advisor	Non tradable	person-days	20	0.87	17.49	
	d) Miscellaneous Costs			0			
	Commercialization	Non tradable	Units	100	0.92	91.74	

D. Pig productions						
1. Financial and Economic Prices						
A. Vegetable			Vegetable			
Description		Good/service	Unit	Financial Prices 2024	CF	Economic Prices \$USD
Output	Product					
	Meat production	Non tradable	Kg	5.00	0.92	4.59
Inputs						
	Veterinarian kits	Non tradable	Kit	80	0.92	73.39
	Feeds	Non tradable	Kg	0.04	0.92	0.04
	b) Materials and equipments			0		
	Kit for corrals maintenance	Non tradable	Unit	30	0.92	27.52
	Kit for animal slaughtering	Non tradable	Unit	50	0.92	45.87
Labour	c. Labour (unskilled)			0		
	Maintenance and supervision	Non tradable	person-days	12	0.79	9.46
	Transport	Non tradable	person-days	12	0.79	9.46
	Technical advisor	Non tradable	person-days	20	0.87	17.49
	d) Miscellaneous Costs			0		
	Commercialization	Non tradable	Units	50	0.92	45.87
E. Ecotourism						
1. Financial and Economic Prices						
A. Vegetable			Vegetable			
Description		Good/service	Unit	Financial Prices 2024	CF	Economic Prices \$USD
Output	Product					
	Visitors - Full day	Non tradable	Unit	65.00	0.92	59.63
	Visitors- half day	Non tradable	Unit	35.00	0.92	32.11
	Other income			0.00		-
	Basic inputs for handicraft products (wood, y	Non tradable	unit	25.00	0.92	22.94
Inputs						
	Food and beverage supplies for tourists (3 n	Non tradable	meal rations	30	0.92	27.52
	Food and beverage supplies for tourists (1.5	Non tradable	meal rations	15	0.92	13.76
	Basic inputs for handicraft products (wood, y	Non tradable	Kit	8	0.92	7.34
	b) Materials and equipments			0		
	Hiking equipment and materials	Non tradable	Kit	30	0.92	27.52
	Birding and landscape observation equipment	Non tradable	Kit	50	0.92	45.87
	Sport fishing equipment	Non tradable	Kit	30	0.92	27.52
	Canoeing, boating, scuba, diving basic equipr	Non tradable	Kit	100	0.92	91.74
	Eating and resting area materials and equipm	Non tradable	Kit	50	0.92	45.87
	Equipment and materials for cleaning and mai	Non tradable	Kit	60	0.92	55.05
Labour	c. Labour (unskilled)			0		
	Maintenance and supervision	Non tradable	person-days	20	0.87	17.49
	Tour guides	Non tradable	person-days	20	0.87	17.49
	Tourism services (gastronomy, reception, etc.)	Non tradable	person-days	20	0.87	17.49
	Administrative personnel	Non tradable	person-days	20	0.87	17.49
	Technical advisor	Non tradable	person-days	20	0.87	17.49
	d) Miscellaneous Costs			0		
	Miscellaneous (marketing, transport)	Non tradable	Units	50	0.92	45.87
E. Chicken						
1. Financial and Economic Prices						
A. Vegetable			Vegetable			
Description		Good/service	Unit	Financial Prices 2024	CF	Economic Prices \$USD
Output	Product					
	Meat production	Non tradable	Kg	3.00	0.92	2.75
	Egg production	Non tradable	Kg	1.20	0.92	1.10
Inputs						
	Veterinarian kits	Non tradable	Kit	20	0.92	18.35
	Feeds	Non tradable	Kg	0.001	0.92	0.00
	b) Materials and equipments			0		
	Kit for corrals maintenance	Non tradable	Unit	20	0.92	18.35
	Kit for animal slaughtering	Non tradable	Unit	20	0.92	18.35
Labour	c. Labour (unskilled)			0		
	Maintenance and supervision	Non tradable	person-days	12	0.79	9.46
	Transport	Non tradable	person-days	12	0.79	9.46
	Technical advisor	Non tradable	person-days	20	0.87	17.49
	d) Miscellaneous Costs			0		
	Commercialization	Non tradable	Units	10	0.92	9.17

F. Seaweed/ seagrape						
	Description	Good/ service	Unit	Financial Prices	CF	Economic Prices
				2024		\$USD
Out	Product					
	Seaweed	Non tradable	Kg	8.50	0.92	7.80
	Seagrape	Non tradable	Kg	8.50	0.92	7.80
	GHG	Non tradable	tCO2 eq			55.76
Inp	Seeds					
	Seaweed	Non tradable	Kit	2.5	0.92	2.29
	Seagrape	Non tradable	Kg	1.2	0.92	1.10
	b) Materials and equipments			0		
	Ropes and Lines for Seaweed/Seagrape Farms	Non tradable	meters	20	0.92	18.35
	Buoys for Cultivation	Non tradable	units	20	0.92	18.35
	Anchors and Weighting Materials	Non tradable	units	20	0.92	18.35
				0		
Lab	c. Labour (unskilled)			0		
	Planting	Non tradable	person-days	12	0.79	9.46
	Harvesting	Non tradable	person-days	12	0.79	9.46
	Regular Maintenance and Repairs	Non tradable	person-days	20	0.87	17.49
	d) Miscellaneous Costs			0		
	Contingency for unforeseen expenses	Non tradable	Units	10	0.92	9.17

ii) Entrepreneurship models

1. Tubers						
1. Financial and Economic Prices						
A. Root based agroforestry model			Agroforestry model			
	Description	Good/ service	Unit	Financial Prices	CF	Economic Prices
				2024		\$USD
Outputs	Crops					
	Processed taro	Tradable (exported)	Kg	8.5	1.08	9.17
	Processed cassava	Non tradable	Kg	6.5	0.92	5.96
Inputs	Raw material					
	- Taro	Non tradable	kg	0.9	0.92	0.83
	- Cassava	Non tradable	kg	0.44	0.92	0.40
Materials				0		
	Cold storage maintenance	Non tradable	Unit	200	0.92	183.49
	Storage area maintenance	Non tradable	Unit	100	0.92	91.74
	Processing area			100	0.92	91.74
Equipments and tools				0		
	Bags	Non tradable	Unit (100 kg)	10	0.92	9.17
	Meshes and coverings	Non tradable	Unit	30	0.92	27.52
	Screeners or sorters	Tradable	Unit	30	1.08	32.37
	Threads	Tradable	Unit	20	1.08	21.58
	Ventiladors	Tradable	Unit	30	1.08	32.37
Services				0		
	Water	Non tradable	Month	40	0.92	36.70
	Electricity	Non tradable	Month	100	0.92	91.74
	Transport	Non tradable	Month	200	0.92	183.49
	Professional services	Non tradable	Month	800	0.87	699.73
	Other costs	Non tradable	Unit	100	0.92	91.74
Labor	c. Labour (unskilled)			0		
	i) Collection	Non tradable	person-days	20	0.87	17.49
	ii) Transportation	Non tradable	person-days	20	0.87	17.49
	iii) Threshing	Non tradable	person-days	20	0.87	17.49
	iv) Sorting	Non tradable	person-days	20	0.87	17.49
	v) Drying	Non tradable	person-days	20	0.87	17.49
	vi) Storing	Non tradable	person-days	20	0.87	17.49
	vi) Packing	Non tradable	person-days	20	0.87	17.49
	Labor (skilled)	Non tradable	person-days	20	0.87	17.49

2. Vegetable						
1. Financial and Economic Prices						
A. Root based agroforestry model			Agroforestry model			
Description		Good/ service	Unit	Financial Prices	CF	Economic Prices
				2024		\$USD
Outputs	Crops					
	Chili pepper	Non tradable	Kg	2.2	0.92	2.02
	Egg plant	Non tradable	Kg	2.0	0.92	1.83
	Pinneapple	Non tradable	Kg	1.5	1.08	1.62
Inputs	Raw material					
	Chili pepper	Non tradable	kg	1.2	0.92	1.10
	Egg plant	Non tradable	kg	0.8	0.92	0.73
	Pinneapple	Non tradable	kg	1	0.92	0.92
Materials				0		
	Storage area maintenance	Non tradable	Unit	30	0.92	27.52
	Processing area	Non tradable	Unit	30	0.92	27.52
Equipments and tools				0		
	Bags	Non tradable	Unit (100 kg)	5	0.92	4.59
	Meshes and coverings	Non tradable	Unit	5	0.92	4.59
	Threads	Tradable	Unit	5	1.08	5.39
	Knives	Tradable	Unit	20	1.08	21.58
Services				0		
	Water	Non tradable	Month	5	0.92	4.59
	Electricity	Non tradable	Month	5	0.92	4.59
	Transport	Non tradable	Month	10	0.92	9.17
	Professional services	Non tradable	Month	0	0.92	-
	Other costs	Non tradable	Unit	10	0.92	9.17
Labor	c. Labour (unskilled)			0		
	i) Collection	Non tradable	person-days	12	0.87	10.50
	ii) Transportation	Non tradable	person-days	12	0.87	10.50
	iv) Sorting	Non tradable	person-days	12	0.87	10.50
	vi) Storing	Non tradable	person-days	12	0.87	10.50
	vi) Packing	Non tradable	person-days	12	0.87	10.50

3. Seaweed						
1. Financial and Economic Prices						
A. Root based agroforestry model			Agroforestry model			
				Financial Prices		Economic Prices
Description		Good/ service	Unit	2024	CF	\$USD
Outputs	Crops					
	Processed Seaweed	Non tradable	Kg	7.8	0.92	7.16
	Processed Seagrape	Non tradable	Kg	7.8	1.08	8.42
Inputs	Raw material					
	Seaweed	Non tradable	kg	6.375	0.92	5.85
	Seagrape	Non tradable	kg	6.375	0.92	5.85
Materials				0		
	Storage area maintenance	Non tradable	Unit	30	0.92	27.52
	Processing area	Non tradable	Unit	30	0.92	27.52
Equipments and tools				0		
	Bags	Non tradable	Unit (100 kg)	5	0.92	4.59
	Meshes and coverings	Non tradable	Unit	5	0.92	4.59
	Threads	Tradable	Unit	5	1.08	5.39
	Drying kits	Tradable	Unit	20	1.08	21.58
Services				0		
	Water	Non tradable	Month	5	0.92	4.59
	Electricity	Non tradable	Month	5	0.92	4.59
	Transport	Non tradable	Month	10	0.92	9.17
	Professional services	Non tradable	Month	20	0.92	18.35
	Other costs	Non tradable	Unit	10	0.92	9.17
Labor	c. Labour (unskilled)			0		
	i) Collection	Non tradable	person-days	12	0.87	10.50
	ii) Transportation	Non tradable	person-days	12	0.87	10.50
	iv) Sorting	Non tradable	person-days	12	0.87	10.50
	vi) Storing	Non tradable	person-days	12	0.87	10.50
	vi) Packing	Non tradable	person-days	12	0.87	10.50

4. Beekeeping						
1. Financial and Economic Prices						
A. Root based agroforestry model			Agroforestry model			
Description		Good/ service	Unit	Financial Prices	CF	Economic Prices
				2024		\$USD
Outputs	Crops					
	Processed Honey	Non tradable	Kg	15.0	1.08	16.18
Inputs	Raw material					
	Honey	Non tradable	kg	9	0.92	8.26
Materials				0		
	Storage area maintenance	Non tradable	Unit	30	0.92	27.52
	Processing area	Non tradable	Unit	30	0.92	27.52
Equipments and tools				0		
	Bags	Non tradable	Unit (100 kg)	5	0.92	4.59
	Packages	Non tradable	Unit	0.8	0.92	0.73
	Packaging kit	Tradable	Unit	50	1.08	53.94
Services				0		
	Water	Non tradable	Month	5	0.92	4.59
	Electricity	Non tradable	Month	5	0.92	4.59
	Transport	Non tradable	Month	10	0.92	9.17
	Professional services	Non tradable	Month	20	0.92	18.35
	Other costs	Non tradable	Unit	10	0.92	9.17
Labor	c. Labour (unskilled)			0		
	i) Collection	Non tradable	person-days	12	0.87	10.50
	ii) Transportation	Non tradable	person-days	12	0.87	10.50
	iii) Storing	Non tradable	person-days	12	0.87	10.50
	iv) Packing	Non tradable	person-days	12	0.87	10.50

III. Results

A. Summary

Economic analysis

Return on investment of the overall project. The economic analysis indicates positive economic returns considering all costs⁴. The Economic Internal Rate of Return (EIRR) is estimated at 15.75 percent. This estimate assumes that 3000 HH of 78100 of the targeted communities will benefit from the project's actions, with at least 70% of the farmers' crop areas within these communities adopting the technologies and good agricultural practices directly promoted by the project. Additionally, 75% of entrepreneurs are expected to adopt the improved technologies and/or practices introduced by the project. The Incremental Net Present Value (NPV) is projected at USD 22.63 million, with a benefit-cost ratio of 1.14, derived from quantifiable benefits related to project activities. Sensitivity and scenario analyses confirm the robustness of these evaluations. The project could become unprofitable if projected benefits decrease by more than 12.6 percent or if costs increase by more than 15 percent due to unforeseen shocks during implementation.

Indicator	Overall project
IRR	15.75 %

⁴ IFAD 13 Loan, IFAD 14 Loan (Financial Gap), GEF 8 (grant), undetermined fund (SSTC - grants), beneficiaries' counterpart, Enterprises and PO counterparts and Government contribution.

BCR (@7.80 % discount rate)	1.14
NPV (@7.80% discount rate)	USD 22.63 million
Switching values	Up to 15 % increase in costs Up to 12.6 % reduction in benefits

Sensitivity, scenario and risk analysis. The sensitivity analysis conducted to evaluate the potential changes in various variables that can affect the economic profitability of the investment is detailed in the following table.

Variables	Δ%	Overall project		Risk analysis
		IRR (%)	NPV (USD M)	
Base scenario	0%	15.75%	22.63	Base scenario
Without 100% of GEF resources	n.a	19.23%	28.09	Scenario without GEF resources for project's intervention areas
With 60% of GEF resources	n.a	17.86%	26.15	scenario with partial GEF resources (60%) earmarked for the project's intervention areas
Project benefits	-10%	9.67%	4.68	Combination of risks affecting output prices, yields and adoption rates
Project benefits	-20%	1.3%	-13.27	
Project costs	10%	10.8%	8.19	Increase of construction material prices
Project costs	20%	5.33%	-6.24	
Output prices	-5%	12.89%	13.65	Low management, negotiating capacity of farmers groups, market price fluctuation, external shocks
Output prices	-10%	9.67%	4.68	
Input prices	5%	13.34%	15.41	Market price fluctuations and external shocks
Input prices	10%	10.82%	8.19	

Adoption rate - Adoption in cultivation area within beneficiary communities (60%)	15.18%	20.68	Quality of technical assistance and access to technologies
Adoption rate (60%) - Beneficiary entrepreneurs	15.14%	18.66	
Evaluation period (15 years)	11.04%	6.04	Uncertainty about the continuation of the activities supported by the project in the short, medium and/or long term
Excluding indirect project costs	18.80%	27.46	Return on direct investment in productive systems at the community and enterprise level
Social discount rate (6 percent)	n.a	33.37	Linked with political and economic stability and macroeconomic context
Social discount rate (8 percent)	n.a	21.62	

Return on components. The table below presents the estimated economic indicators for Components 2 and 3, accounting for both direct and indirect costs. It is assumed that the implementation of soft activities under Components 1, 3, and 4 contributes to maximizing the benefits identified in the respective investment models. Both components demonstrate a positive return on investment, highlighting the potential benefits of various activities expected to be financed by the project at the community level and for entrepreneurs.

Indicator	Component 2	Component 3
IRR	13.95 %	16.92 %
BCR (@7.80 % discount rate)	1.15	1.20
NPV (@7.80% discount rate)	USD 6.48 million	USD 16.15 million

Financial Analysis – Aggregate Results

The financial analysis indicates that, in aggregate terms and taking into account both the direct and indirect costs of the project, the investment would yield a positive return, as shown in the following table.

Indicator	Overall project
IRR	10.1 %
BCR (@8.20 % discount rate)	1.03
NPV (@8.20% discount rate)	USD 5.55 million
Switching values	Up to 3.14 % increase in costs Up to 3.37 % reduction in benefits

The entire cash flow analysis is presented in the appendix of this document.

Financial analysis - Disaggregate results

The following table presents the financial indicators for the two investment models considered at the community level, taking into account the characteristics of agricultural activities and access to natural resources: Model A – communities with access to marine resources, and Model B – communities without access to marine resources (i.e., more isolated communities). These models will be financed under Component 2.

Indicator	Model A. Communities with access to marine resources	Model B. Communities without access to marine resources
IRR	17.17 %	12.10 %
BCR (@8.20 % discount rate)	1.13	1.07
NPV (@8.20% discount rate)	USD 4.79 million	USD 1.74 million

Communities with access to marine resources are expected to achieve higher financial returns on investment compared to those in more isolated areas, as they have the opportunity to engage in additional income-generating activities beyond agriculture, such as fishing and ecotourism in marine ecosystems. The financial cash flows and detailed descriptions of each community-based model are provided in the annex to this document.

In addition, the following table presents the financial indicators for the investment models by typology of entrepreneurs benefiting from matching grants financed under Component 3.

Indicator	Cooperatives - tuber production and processing (taro and cassava)	Cooperatives - production of beekeeping products	Women - Vegetable production	Youth - Seaweed production	SMEs - Ecotourism
IRR	10.3 %	11.4 %	22.2%	20.8%	47.5%
BCR (@8.20 % discount rate)	1.04	1.02	1.1	1.32	1.61
NPV (@8.20% discount rate)	USD 2.8 million	USD 0.32 million	USD 1.1 million	USD 0.18 million	USD 0.53 million

Notably, entrepreneurship in ecotourism, vegetable production, seaweed farming, beekeeping, and tuber production demonstrates IRR of 47.5%, 22.2%, 21.06%, 11.4%, and 10.3%, respectively. This underscores the potential of these initiatives to increase household incomes and enhance the revenues of entrepreneurs engaged in the various value chains supported by the project. The cash flows for these models are presented in the tables included in the annex of this document.

These results are based on the analysis of production systems at the farmer level that will be directly impacted by the project, including: (i) agroforestry systems based on the production of tubers and fruit trees; (ii) vegetable production; (iii) beekeeping; (iv) pig and poultry production; (v) seaweed production; and (vi) the provision of ecotourism services. Each of the farm models analyzed are presented in the tables attached to this document.

Annex

B. Detailed tables

B.1 Economic cash flows

I) Aggregated economic cash flows - Overall project

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	449	(1,118)	(4,100)	1,130,148	5,485,189	13,989,915	22,772,556	20,866,426	19,451,222	35,452,129	36,383,112	31,782,498	80,725,071	39,571,383	39,981,551	39,878,129	49,145,861	39,931,198	39,938,608
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	449	(73,053)	229,094	766,418	1,882,146	1,882,722	2,076,300	2,076,300	1,073,901	2,204,187	2,239,107	2,304,368	2,394,358	2,204,368	2,304,368	2,319,874	2,315,874	2,215,874	2,215,874
2027	-	-	1,817	(298,054)	926,230	3,051,410	7,094,340	7,076,937	8,448,877	8,448,877	8,496,848	9,233,828	9,233,828	9,419,415	9,420,415	9,420,415	9,407,430	9,407,430	9,407,430	9,407,430
2028	-	-	-	2,330	(254,475)	1,111,302	9,001,294	9,152,388	9,152,388	9,152,388	10,075,546	10,075,546	10,075,546	10,075,546	11,181,199	11,181,199	11,181,199	11,181,199	11,239,030	11,239,030
2029	-	-	-	-	1,054	(361,558)	940,657	3,081,082	7,269,165	7,271,540	8,571,412	8,571,412	8,571,412	9,245,331	9,245,331	9,245,331	9,245,331	9,245,331	9,245,331	9,245,331
2030	-	-	-	-	-	1,442	(224,585)	725,365	2,356,585	6,041,155	6,041,155	6,657,185	6,657,185	6,657,185	7,265,150	7,265,150	7,265,150	7,265,150	7,265,150	7,265,150
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	142,616	950,358	5,062,686	7,125,505	12,001,250	16,714,328	20,679,932	22,925,068	24,460,658	25,294,730	25,612,409	25,865,322	26,206,084	26,552,484	26,706,599	27,011,587	27,134,926	27,264,130	27,282,810
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	142,616	366,116	937,527	1,068,540	1,778,347	1,903,806	1,644,695	1,477,170	1,477,170	1,505,810	1,517,901	1,553,509	1,558,855	1,568,371	1,568,371	1,587,438	1,587,438	1,498,100	1,508,545
2027	-	-	346,252	1,439,708	3,089,372	4,972,332	9,232,959	9,153,888	9,387,776	9,014,352	8,818,898	9,132,087	9,185,212	9,390,853	9,172,748	9,394,344	9,419,540	9,419,540	8,492,170	9,321,079
2028	-	-	-	933,433	1,718,160	4,379,339	9,389,309	6,168,888	9,738,141	7,139,960	7,152,227	7,139,186	7,162,377	7,311,330	7,162,377	7,311,330	7,311,330	7,311,330	7,311,330	7,311,330
2029	-	-	-	-	389,033	1,311,382	3,723,609	4,714,805	3,281,835	3,749,223	6,041,801	6,079,854	6,079,210	6,211,815	6,245,237	6,412,308	6,454,717	6,454,717	6,454,717	6,454,717
2030	-	-	-	-	-	458,879	1,175,319	2,877,799	3,594,026	4,108,609	4,671,394	4,739,814	4,739,814	4,739,814	4,832,237	4,832,237	4,832,237	4,832,237	4,832,237	4,832,237
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	544,665	2,580,059	5,064,010	2,584,304	1,912,101	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	544,665	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	2,580,059	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	5,064,010	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	2,584,304	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	1,912,101	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost	880	524,889	943,030	1,126,729	1,223,124	1,064,990	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 1	-	51,833.48	123,706.97	123,706.97	123,706.97	123,706.97	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.1	-	130,943	256,942	277,077	277,077	277,077	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.2	880	110,579	110,579	111,311	101,146	76,834	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.1	-	122,251	116,625	119,035	119,035	117,076	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.2	-	1,061	1,061	1,061	1,061	1,061	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.3	-	84,370	144,718	457,711	567,789	344,874	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation cost	1,78,147	1,77,144	388,777	385,777	284,335	284,335	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.4	1,78,147	52,109	309,777	335,777	284,335	284,335	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	129,821.90	1,535,285.29	4,736,371.31	7,469,825.46	9,887,008.97	9,265,143.77	2,809,413.25	2,892,419.97	6,932,458.42	9,997,464.26	10,742,998.04	11,298,903.24	11,922,171.55	12,525,667.32	12,968,879.82	12,988,051.93	12,818,737.79	12,740,382.19	12,697,063.04
Aggregated cash flow	-	129,821.90	1,664,387.19	6,414,670.33	14,119,253.57	23,009,394.34	33,269,696.11	36,314,111.36	34,771,972.29	27,379,233.87	17,241,769.67	7,093,770.93	4,137,332.61	10,094,309.10	20,387,971.40	41,399,839.30	34,945,882.43	67,282,540.18	80,056,927.37	92,669,591.01
NPV	22,623,894.02	6,016,439.61	16,079,553.76	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IRR	15.750%	11.120%	10.000%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BIC	51.14	51.053	50.78	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payback period	11.63	11.63	11.63	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - benefit	-17.6%	-4.7%	18.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - cost	10%	5%	-10%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

II) Aggregated economic cash flows - Component 2

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	139	106,628	936,785	2,461,649	5,032,809	7,785,267	9,672,228	10,991,683	11,260,946	11,768,738	11,777,982	11,291,492	11,320,588	11,336,579	11,322,120	11,350,430	11,365,430	11,350,430	11,340,430
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	1%	190,072	266,014	349,414	437,309	537,826	641,349	748,130	858,130	970,332	1,084,712	1,201,272	1,320,000	1,440,896	1,563,952	1,689,167	1,816,532	1,946,057
2027	-	-	-	560	680,081	1,051,555	2,222,337	2,663,021	2,663,021	2,663,021	2,663,021	2,673,593	2,673,593	2,671,592	2,691,006	2,634,066	2,634,066	2,634,066	2,634,066	2,634,066
2028	-	-	-	-	675	807,193	1,746,844	2,737,900	3,161,220	3,161,220	3,161,220	3,161,220	3,170,944	3,170,944	3,170,944	3,170,944	3,170,944	3,170,944	3,170,944	3,170,944
2029	-	-	-	-	-	174	686,634	1,098,541	2,145,805	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224	2,689,224
2030	-	-	-	-	-	-	987	534,637	854,176	1,824,731	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172	2,693,172
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	55,607	543,561	1,812,191	3,569,912	5,354,910	6,732,964	7,249,922	7,432,615	7,443,531	7,463,700	7,487,636	7,522,798	7,599,136	7,676,943	7,732,031	7,779,548	7,779,548	7,779,548	7,779,548
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	55,607	399,227	372,124	400,139	409,320	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302	499,302
2027	-	-	222,224	1,222,156	1,522,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220	2,722,220
2028	-	-	-	209,814	1,288,872	1,869,599	2,087,380	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878	2,088,878
2029	-	-	-	-	226,535	1,181,535	1,516,302	1,775,773	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641	1,777,641
2030	-	-	-	-	-	-	178,541	919,044	1,194,040	1,381,205	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251	1,382,251
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	512,655	2,306,124	2,058,375	2,430,170	1,071,401	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	512,655	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	2,306,124	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	2,058,375	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	2,430,170	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	1,071,401	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost	-	156,653	306,485	305,666	268,128	245,253	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 1	-	39,927	91,853	91,853	61,853	61,853	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.1	-	39,927	91,853	91,853	61,853	61,853	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation cost	64,021	161,532	154,264	151,636	142,162	132,303	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.5	64,021	161,532	154,264	151,636	142,162	132,303	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	64,023.29	805,107.58	3,129,527.04	4,100,994.40	3,946,730.50	2,651,122.71	922,302.66	2,427,302.63	3,553,969.54	3,817,412.39	3,805,017.62	3,796,285.91	3,766,693.82	3,721,722.40	3,677,625.90	3,640,083.30	3,610,082.40	3,610,082.40	3,610,082.40	3,610,082.40
Aggregated cash flow	64,023.29	946,178.17	4,178,256.70	8,109,258.60	12,736,511.51	14,907,634.24	13,915,136.58	11,508,053.94	7,954,084.41	4,136,073.02	331,634.39	3,430,671.52	7,777,385.34	10,949,117.82	14,626,723.80	18,260,867.19	21,877,244.59	25,488,626.99	29,090,589.48	32,710,991.80
NPV	6,483,263.01	1,775,441.45	3,246,213.26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IRR	11.44%	19.14%	28.84%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payback period	11.60	11.60	11.60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building value benefit	10.8%	18.7%	20.2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building value cost	12%	4%	18%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

II) Aggregated economic cash flows - Component 3

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	665	(2,035,283)	(984,144)	(1,058,209)	980,216	8,287,517	13,857,712	16,282,981	23,085,594	28,083,776	29,701,775	26,282,830	22,155,660	22,886,551	26,076,571	28,195,593	26,757,075	28,381,977	28,348,016
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	993	(28,808)	189,123	1,223,952	1,223,952	1,113,790	1,411,770	1,423,927	1,551,881	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880	1,571,880
2027	-	-	2,716	(372,374)	(950,594)	772,396	5,083,258	5,083,258	3,779,531	3,779,531	3,818,862	5,505,923	6,508,925	6,836,841	6,936,642	6,938,942	6,905,024	6,905,874	6,905,874	6,905,874
2028	-	-	-	-	3,219	(1,154,634)	918,191	5,356,464	5,356,464	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911	6,859,911
2029	-	-	-	-	2,147	(961,435)	783,119	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191
2030	-	-	-	-	-	2,137	(794,375)	75,127	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191	5,056,191
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	116,821	586,279	1,615,122	4,204,745	2,672,351	11,222,629	15,899,511	12,154,090	18,226,023	19,452,512	16,882,727	23,116,409	20,382,088	20,660,990	20,826,805	21,085,660	21,226,444	21,261,271	21,468,554
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	116,821	189,466	634,008	275,962	945,318	1,073,662	1,157,827	1,148,577	1,144,767	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602	1,137,602
2027	-	-	47,632	944,244	2,459,229	2,397,394	3,501,179	4,167,408	4,267,408	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728
2028	-	-	-	589,884	521,267	2,397,394	3,501,179	4,167,408	4,267,408	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728
2029	-	-	-	-	482,237	448,354	2,459,229	2,397,394	3,501,179	4,167,408	4,267,408	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728	4,967,728
2030	-	-	-	-	-	375,118	348,905	1,529,315	2,359,959	3,085,352	3,342,893	3,614,883	3,882,116	3,882,116	3,882,116	3,882,116	3,882,116	3,882,116	3,882,116	3,882,116
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	31,215	209,859	249,615	191,776	3,450,412	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	81,213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	386,848	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	733,815	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	161,736	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	3,450,412	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost	1,200	454,697	662,900	987,886	1,093,219	926,769	242,726	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 1	-	33,728	67,452	67,452	67,452	67,452	33,728	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.1	-	168,494	337,482	337,482	337,482	337,482	168,494	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.2	1,200	145,593	291,586	291,586	291,586	291,586	145,593	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.1	-	168,717	337,432	337,432	337,432	337,432	168,717	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.2	-	5,539	11,078	11,078	11,078	11,078	5,539	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Aggregation cost	82,000	212,085	291,979	352,470	385,970	352,470	82,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.4	82,000	212,085	291,979	352,470	385,970	352,470	82,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	84,000.00	-	815,282.68	-	1,896,300.90	-	4,043,192.10	-	0,731,219.26	-	11,327,936.42	-	5,481,382.56	-	1,931,778.84	-	1,635,490.92	-	4,323,561.03
Aggregated cash flow	-	84,000.00	-	815,282.68	-	1,896,300.90	-	4,043,192.10	-	0,731,219.26	-	11,327,936.42	-	5,481,382.56	-	1,931,778.84	-	1,635,490.92	-	4,323,561.03
		30 years	15 years	10 years																
NPV		1,033,805.65	7,519,716.21	10,248,239.51																
IRR		8.726%	8.726%	8.726%																
BC		\$1.05	20.93	\$0.67																
Payback period		14.67	14.67	14.67																
Nothing after 10 years		-0.9%	0.9%	0.74%																

B.2 Financial cash flows

i) Aggregate cash flow

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	817	2,345,100	1,444,028	3,351,381	7,881,250	7,851,530	8,589,525	8,754,517	9,603,080	9,450,190	9,580,519	9,380,119	9,828,951	9,828,951	9,828,951	9,828,951	9,828,951	9,828,951	9,828,951
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	181,259	1,169,628	3,651,223	8,209,291	12,682,915	18,879,981	23,157,354	25,518,546	27,060,639	27,850,432	26,362,774	28,573,837	26,927,846	29,280,131	29,565,712	29,823,350	29,964,135	30,098,961	30,226,245
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	618,997	2,760,173	5,266,507	2,776,280	5,464,345	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost	-	295,809	855,569	1,495,251	1,749,587	1,270,637	685,452	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 1	-	97,431.29	134,804.00	134,304.00	134,004.00	134,004.00	67,492.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.1	-	126,494.25	212,611.00	212,611.00	212,611.00	212,611.00	191,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 3.2	-	134,559.29	197,550.00	197,550.00	197,550.00	197,550.00	95,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.1	-	201,433.39	216,133.00	216,133.00	216,133.00	216,133.00	211,431.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.2	-	13,200.39	34,000.00	34,000.00	34,000.00	34,000.00	14,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.3	-	-	-	677,400.00	977,400.00	977,400.00	611,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation cost	-	165,000	425,428	484,941	846,381	373,941	484,281	196,428	-	-	-	-	-	-	-	-	-	-	-	-
Comp 4.4	-	200,000	424,000	483,000	845,000	373,000	483,000	196,000	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	166,800.00	1,821,348.05	5,226,125.83	8,684,620.85	11,238,198.23	15,401,672.20	4,853,489.04	355,252.42	5,224,856.27	8,109,728.85	8,418,838.79	9,323,998.83	9,938,980.00	10,260,255.70	10,899,013.63	10,902,103.54	10,730,450.72	10,047,150.21	10,561,226.10
Aggregated cash flow	-	166,800.00	1,988,148.05	7,214,273.69	15,898,944.24	27,137,142.79	41,618,815.49	46,474,304.54	45,939,047.12	40,064,150.85	32,514,462.01	24,095,623.72	14,771,624.89	4,812,644.88	5,087,610.82	16,577,624.45	22,376,729.99	38,110,180.71	48,757,130.92	39,318,557.08
30 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	24,085,767.12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 years	-	5,547,355.12	7,438,242.23	2																

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	83	102,000	101,000	1,116,022	1,109,100	4,170,007	5,933,903	6,193,000	6,001,003	6,900,100	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	83	102,000	101,000	148,840	359,103	389,303	109,100	301,000	403,004	403,004	403,004	403,004	403,004	403,004	403,004	403,004	403,004	403,004
2027	-	-	-	343	410,836	429,081	1,429,081	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561	1,631,561
2028	-	-	-	-	603	484,247	1,690,692	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318	1,970,318
2029	-	-	-	-	-	420,300	620,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625	1,420,625
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	-	33,603	313,131	1,000,700	2,121,026	3,266,046	4,118,063	4,443,808	4,566,146	4,522,065	4,502,233	4,416,362	4,322,667	4,232,329	4,140,478	4,048,678	3,956,978	3,865,278	3,773,578
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	33,603	313,131	1,000,700	2,121,026	3,266,046	4,118,063	4,443,808	4,566,146	4,522,065	4,502,233	4,416,362	4,322,667	4,232,329	4,140,478	4,048,678	3,956,978	3,865,278	3,773,578
2027	-	-	-	107,283	190,894	919,234	1,379,300	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339	1,880,339
2028	-	-	-	-	330,030	1,078,192	1,681,034	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204	1,826,204
2029	-	-	-	-	-	138,057	717,331	924,249	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705	1,090,705
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	-	216,022	1,194,062	1,429,100	1,215,086	300,791	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	216,022	1,194,062	1,429,100	1,215,086	300,791	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	-	289,544.36	1,400,869.80	1,942,272.92	1,879,139.99	1,450,632.95	611,245.94	1,491,105.95	2,160,511.29	2,029,678.51	2,013,490.52	2,298,721.62	2,222,159.28	2,220,208.16	2,186,101.70	2,140,204.40	2,119,248.11	2,110,248.11	2,110,248.11
Appagated cash flow	-	-	289,544.36	1,400,869.80	1,942,272.92	1,879,139.99	1,450,632.95	611,245.94	1,491,105.95	2,160,511.29	2,029,678.51	2,013,490.52	2,298,721.62	2,222,159.28	2,220,208.16	2,186,101.70	2,140,204.40	2,119,248.11	2,110,248.11	2,110,248.11
		10 years	11 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years
NPV		8,633,279.00	3,877,212.27	3,054,524.14																
IRR		18.66%	15.98%	6.33%																
B/C		51.17	31.31	50.82																
Payback period		20.26	20.26	20.26																
Switching value - benefit		-14.0%	-7.7%	5.0%																
Switching value - cost		17%	31%	-9%																

Cash flow - Community model B: Without access to marine resources

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	61	72,000	69,000	1,179,729	2,193,777	3,159,011	4,170,007	4,600,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	61	72,000	69,000	1,179,729	2,193,777	3,159,011	4,170,007	4,600,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000	4,632,000
2027	-	-	-	76,736	123,538	243,520	389,300	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302	273,302
2028	-	-	-	-	248	546,236	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729	1,119,729
2029	-	-	-	-	294	572,628	911,171	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866	1,173,866
2030	-	-	-	-	-	250	317,300	549,903	988,026	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023	1,130,023
2031	-	-	-	-	-	195	246,525	465,424	776,770	873,443	873,443	873,443	873,443	873,443	873,443	873,443	873,443	873,443	873,443	873,443
Incremental cost	-	-	25,552	230,064	800,832	1,569,864	2,945,015	3,627,124	3,156,186	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	25,552	230,064	800,832	1,569,864	2,945,015	3,627,124	3,156,186	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220	3,232,220
2027	-	-	-	104,478	513,486	667,803	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735	764,735
2028	-	-	-	-	123,393	630,462	792,094	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673	907,673
2029	-	-	-	-	-	103,474	348,479	608,207	772,119	772,119	772,119	772,119	772,119	772,119	772,119	772,119	772,119	772,119	772,119	772,119
2030	-	-	-	-	-	-	81,242	403,293	524,341	600,625	600,625	600,625	600,625	600,625	600,625	600,625	600,625	600,625	600,625	600,625
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	-	231,755	1,356,230	1,669,424	1,369,426	1,065,192	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	231,755	1,356,230	1,669,424	1,369,426	1,065,192	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	-	357,246.33	1,309,257.80	1,970,271.66	1,809,300.60	1,210,930.16	396,887.44	999,927.39	1,397,486.90	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88
Appagated cash flow	-	-	357,246.33	1,309,257.80	1,970,271.66	1,809,300.60	1,210,930.16	396,887.44	999,927.39	1,397,486.90	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88	1,200,459.88
		10 years	11 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years	10 years
NPV		1,237,605.92	35,642.33	2,295,423.12																
IRR		12.10%	7.62%	6.78%																
B/C		51.07	31.09	50.86																
Payback period		20.26	20.26	20.26																
Switching value - benefit		-4.8%	-1.5%	15.1%																
Switching value - cost		7%	10%	-10%																

ii.b Entrepreneurship models

Cash flow - Cooperative - Tuber model

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	(258,517)	(1,134,365)	(1,206,252)	(404,847)	6,614,374	10,340,451	17,040,706	10,106,681	10,736,117	16,485,263	19,083,312	19,922,469	20,143,196	20,185,196	20,143,196	20,143,196	20,143,196	20,143,196
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	(258,517)	(83,948)	53,340	1,047,310	1,047,310	1,047,310	1,047,310	1,047,310	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347	1,177,347
2027	-	-	-	(1,399,397)	(345,260)	389,780	4,283,930	4,283,930	4,283,930	4,283,930	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075	4,813,075
2028	-	-	-	-	-	(461,417)	4,084,844	3,084,844	3,084,844	3,084,844	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095	3,712,095
2029	-	-	-	-	-	(1,070,910)	(343,624)	783,170	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380	4,357,380
2030	-	-	-	-	-	(881,295)	(305,602)	886,134	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600	3,845,600
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	106,817	517,238	1,381,422	1,624,729	6,466,364	9,113,229	11,744,738	12,929,110	13,817,521	14,245,322	14,363,089	14,404,488	14,476,401	14,570,339	14,680,399	14,781,224	14,882,140	14,983,023	15,083,892
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	100,817	85,572	511,791	610,687	787,234	795,781	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740	810,740
2027	-	-	476,475	374,386	2,167,179	2,546,510	2,991,180	3,172,748	3,166,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161	3,395,161
2028	-	-	-	318,273	(350,352)	2,090,033	2,090,033	3,621,380	3,621,380	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942	4,032,942
2029	-	-	-	-	440,522	312,349	2,205,398	2,210,840	2,210,840	2,248,972	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185	2,426,185
2030	-	-	-	-	-	342,266	238,093	1,113,888	1,960,781	2,279,747	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240	2,358,240
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	8,264	62,892	25,266	61,921	3,411,053	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	8104	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	63891	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	71166	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	81917	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	3410703	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	115,121.49	839,376.79	2,661,253.61	3,193,405.63	5,921,063.92	4,498,355.09	1,213,878.31	2,025,087.26	4,289,109.38	3,990,790.25	4,462,124.03	4,988,823.99	5,451,262.25	5,772,836.40	5,862,786.82	5,961,929.29	6,061,047.76	6,160,173.23	6,259,298.71
Aggregated cash flow	-	115,121.49	924,690.18	3,555,951.29	6,749,474.40	16,676,521.42	23,168,876.51	24,382,758.82	22,307,663.32	18,016,553.93	14,027,763.68	9,625,289.43	4,636,765.04	814,457.11	6,387,793.70	12,256,090.52	17,812,813.81	23,275,060.57	28,633,233.81	33,893,532.51
NPV	20 years	15 years	10 years																	
IRR	20 years	15 years	10 years																	
Payback period	11.01	10.81	10.63																	
Switching value - base 0	-1.7%	-1.8%	-1.8%																	
Switching value - cost	-2%	-2%	-2%																	

Cash flow - Cooperative - Beekeeping model

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	287	8,012	13,112	122,545	854,747	827,626	1,436,195	2,247,080	3,016,120	3,444,024	3,283,424	3,083,734	3,063,424	3,083,734	3,083,734	3,083,734	3,083,734	3,083,734	3,083,734
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	287	2,817	18,041	156,677	114,307	114,307	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962	218,962
2027	-	-	1,175	11,596	73,918	137,373	466,478	466,478	895,213	895,213	895,213	895,213	895,213	895,213	895,213	895,213	895,213	895,213	895,213	895,213
2028	-	-	-	1,293	15,163	87,734	163,406	153,668	333,968	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539	1,062,539
2029	-	-	-	-	1,187	74,637	129,012	671,014	471,014	902,918	902,918	902,918	902,918	902,918	902,918	902,918	902,918	902,918	902,918	902,918
2030	-	-	-	-	-	303	3,507	18,058	108,129	364,373	344,373	739,302	703,302	739,302	739,302	739,302	739,302	739,302	739,302	739,302
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	626	9,777	55,720	192,866	562,620	1,222,155	2,148,116	2,722,300	3,262,649	3,204,399	3,264,399	3,204,399	3,264,399	3,264,399	3,264,399	3,264,399	3,264,399	3,264,399	3,264,399
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	626	6,177	27,617	53,102	184,307	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452	185,452
2027	-	-	2,146	17,213	110,077	717,363	395,013	758,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141	718,141
2028	-	-	-	3,018	209,413	111,180	270,506	87,202	879,646	879,646	879,646	879,646	879,646	879,646	879,646	879,646	879,646	879,646	879,646	879,646
2029	-	-	-	-	2,584	113,298	219,94	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163	763,163
2030	-	-	-	-	-	2,310	18,834	88,128	170,498	585,695	585,446	585,446	585,446	585,446	585,446	585,446	585,446	585,446	585,446	585,446
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	2,665	31,675	36,391	14,924	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	7665	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	31571	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	16191	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	14374	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	8,024.62	36,490.92	61,056.84	93,145.30	210,231.92	504,419.54	711,920.92	306,194.82	188,528.66	242,625.35	579,355.01	579,355.01	579,355.01	579,355.01	579,355.01	579,355.01	579,355.01	579,355.01	579,355.01
Aggregated cash flow	-	8,024.62	44,424.91	105,480.88	195,626.38	406,158.35	910,577.89	1,622,498.86	2,152,693.73	2,341,222.40	2,090,597.04	1,219,242.63	939,887.03	360,252.62	218,822.99	798,122.99	1,377,533.80	1,956,888.01	2,536,743.01	3,115,598.02
NPV	20 years	15 years	10 years																	
IRR	11.05%	1.63%	1.63%																	
Payback period	11.02	10.97	10.76																	
Switching value - base 0	-2.1%	-1.6%	-1.8%																	
Switching value - cost	-2%	-2%	-2%																	

Cash flow - Women - Vegetable

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	1,147.9	18,398	239,943	833,165	613,409	811,817	1,401,198	1,613,984	2,085,144	2,429,431	2,645,737	2,955,657	3,259,936	3,611,189	3,988,698	4,386,698	4,806,698	5,248,698
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	12,475	31,883	44,364	44,364	44,364	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817	129,817
2027	-	-	-	33,333	120,177	181,362	181,362	181,362	339,792	339,792	339,792	339,792	339,792	339,792	339,792	339,792	339,792	339,792	339,792	339,792
2028	-	-	-	-	65,405	154,368	154,368	154,368	215,761	215,761	215,761	215,761	215,761	215,761	215,761	215,761	215,761	215,761	215,761	215,761
2029	-	-	-	-	-	55,341	131,443	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126	183,126
2030	-	-	-	-	-	-	43,280	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442	142,442
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	8,545	51,824	155,080	329,191	554,100	751,684	957,042	1,243,120	1,528,082	1,803,218	2,071,861	2,329,191	2,611,540	2,980,512	3,482,132	3,757,398	3,757,398	3,757,398	3,757,398
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	8,545	16,896	36,395	53,277	53,277	53,277	106,414	114,959	114,959	114,959	114,959	114,959	114,959	114,959	114,959	114,959	114,959	114,959	114,959
2027	-	-	16,414	27,227	148,285	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518	218,518
2028	-	-	-	41,454	93,835	176,399	209,481	219,481	200,484	215,339	201,881	219,481	219,481	219,481	219,481	219,481	219,481	219,481	219,481	219,481
2029	-	-	-	-	33,274	77,315	132,232	220,744	220,744	229,018	415,238	474,532	474,532	474,532	474,532	474,532	474,532	474,532	474,532	474,532
2030	-	-	-	-	-	27,437	62,650	118,836	171,703	171,703	171,703	171,703	171,703	171,703	171,703	171,703	171,703	171,703	171,703	171,703
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	5,536	41,928	56,170	92,681	15,403	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	5,536	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	11,938	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	56,170	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	47,681	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	14,891	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	-	14,081.68	82,771.87	118,362.66	131,926.92	133,628.51	135,294.72	143,240.34	142,030.62	147,002.07	152,925.37	157,572.44	164,355.80	169,058.26	178,424.31	178,424.31	178,424.31	178,424.31	178,424.31
Aggregated cash flow	-	-	14,081.68	96,323.25	214,606.20	346,593.13	480,211.63	615,506.35	760,746.09	907,777.37	1,051,775.38	1,203,749.93	1,366,177.49	1,538,388.31	1,720,486.57	1,912,510.87	2,114,510.87	2,326,510.87	2,548,510.87	2,780,510.87
NPV	-	36 years	1,133,203.36	276,678.77	471,822.04	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IRR	-	36 years	22.100%	14.111%	10.000%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B/C	-	36 years	0.111	0.121	0.055	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payback period	-	36 years	20.76	20.76	18.76	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - benefit	-	36 years	-17.7%	-1.8%	19.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - cost	-	36 years	11%	4%	-13%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash flow - Youth - Seaweed

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Incremental benefits	-	-	378	1,941	9,346	9,806	1,489	26,378	34,183	38,890	52,139	101,571	158,655	206,952	246,085	284,995	323,687	362,274	400,798	439,268
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	378	378	1,133	1,740	2,332	2,332	2,332	2,332	14,179	14,179	14,179	14,179	14,179	14,179	14,179	14,179	14,179	14,179
2027	-	-	-	1,345	1,345	4,163	7,111	9,333	9,333	9,333	9,333	37,964	37,964	37,964	37,964	37,964	37,964	37,964	37,964	37,964
2028	-	-	-	-	1,814	1,814	3,635	6,440	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315	11,315
2029	-	-	-	-	-	1,508	4,809	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126	9,126
2030	-	-	-	-	-	1,213	1,213	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742	8,742
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cost	-	301	1,539	3,612	7,615	12,906	19,221	23,133	25,552	25,111	68,748	108,658	142,610	165,015	169,019	172,245	210,870	250,790	284,722	311,141
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	301	301	1,142	1,142	1,142	1,142	1,142	1,142	1,142	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792
2027	-	-	1,710	1,710	3,721	4,570	6,588	6,588	6,588	6,588	16,985	16,985	16,985	16,985	16,985	16,985	16,985	16,985	16,985	16,985
2028	-	-	-	1,439	1,439	4,476	5,343	7,304	7,304	7,304	17,033	17,033	17,033	17,033	17,033	17,033	17,033	17,033	17,033	17,033
2029	-	-	-	-	1,142	1,142	3,808	4,715	6,410	6,410	14,205	14,205	14,205	14,205	14,205	14,205	14,205	14,205	14,205	14,205
2030	-	-	-	-	-	995	995	2,962	3,968	3,968	4,985	4,985	4,985	4,985	4,985	4,985	4,985	4,985	4,985	4,985
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct investment	-	4,152	31,446	32,626	30,986	11,552	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	4,152	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	-	-	31,116	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	37,626	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	30,986	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	11,552	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Incremental cash flow	-	-	4,075.09	31,933.30	36,695.67	28,708.40	6,268.47	8,166.19	10,957.77	12,838.54	17,028.26	31,922.72	49,398.24	64,346.72	75,925.29	79,975.79	79,975.79	79,975.79	79,975.79	79,975.79
Aggregated cash flow	-	-	4,075.09	35,128.49	71,824.06	100,532.52	107,117.99	115,811.80	126,769.59	139,608.14	156,636.40	188,559.12	237,957.36	292,304.08	358,229.37	438,205.16	528,180.95	628,156.74	738,132.53	848,108.32
NPV	-	36 years	131,013.50	56,471.85	53,664.65	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IRR	-	36 years	21.000%	14.100%	10.000%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B/C	-	36 years	0.127	0.111	0.055	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payback period	-	36 years	20.76	20.76	18.76	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - benefit	-	36 years	-17.7%	-1.7%	14.1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switching value - cost	-	36 years	27%	33%	-13%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash flow - SME - Ecotourism

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Incremental benefits	-	-	9,783	26,107	25,880	33,612	397,051	229,176	252,641	255,678	259,670	259,670	259,670	259,670	259,670	259,670	259,670	259,670	259,670	259,670	
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2026	-	-	4,740	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	14,739	
2027	-	-	-	19,377	28,154	27,270	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	60,253	
2028	-	-	-	-	22,899	45,398	68,448	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	71,515	
2029	-	-	-	-	-	19,565	39,131	58,213	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	60,839	
2030	-	-	-	-	-	15,210	30,418	45,294	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	47,323	
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Incremental cost	-	542	5,940	16,224	45,333	26,302	108,019	126,882	134,850	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	135,720	
2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2026	-	542	2,706	5,432	7,854	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	7,855	
2027	-	-	2,715	11,344	22,287	31,303	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	32,111	
2028	-	-	-	23,08	33,240	38,955	30,798	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	38,112	
2029	-	-	-	-	2,230	11,251	22,504	23,305	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	32,423	
2030	-	-	-	-	-	1,739	8,752	17,304	24,350	23,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	25,220	
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Direct investment	5,536	41,928	36,170	41,314	15,483	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2026	5136	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2027	-	11338	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2028	-	-	56170	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2029	-	-	-	41114	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2030	-	-	-	-	15483	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Incremental cash flow	-	-	6,078.02	42,128.29	40,537.36	10,797.82	44,266.40	89,771.39	138,789.01	117,790.47	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	118,930.00	
Aggregated cash flow	-	-	6,078.02	48,796.78	88,743.64	99,531.47	55,265.07	34,506.33	142,795.34	260,585.81	379,535.81	498,485.81	617,435.81	736,385.81	855,335.81	974,285.81	1,093,235.81	1,212,185.81	1,331,135.81	1,450,085.81	
	30 years			15 years			50 years														
NPV	533,553.90			318,437.53			375,477.51														
IRR	47.550%			46.855%			46.541%														
B/C	51.63			51.55			51.57														
Payback period	20.76			20.78			20.76														
Switching value - benefit	-17.88			-21.98			-27.36														
Switching value - cost	6.1%			30%			3.7%														

iii) Community models

iii.a Community model A

Village information																						
Parameters	WOP	With Project										Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10											
A. Population and lands																						
Population	Number	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	285.18	
Household size	Number/HH	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
Household number	HH	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	
Land size	Ha/HH	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Total land area	Ha	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	
Beneficiary hectare by the project (%)	%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	
Land size - benefited by the project (ha/HH)	Ha	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	
Land size - benefited total (ha)	Ha	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	
B. Beneficiary distribution (%hectares)		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Agroforestry 1	%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
Agroforestry 2	%ha	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Vegetable	%ha	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Other activities	%ha	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Seaweed and seagrapes	ha	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06	0.06	0.07	0.07	0.07	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
C. Beneficiary distribution (%HH)		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Beekeeping	%HH	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
Pig	%HH	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Ecotourism	%HH	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
Chicken	%HH	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	
Without animal production	%HH	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	
Financial Budget																						
Items	Unit	Without Project	With Project																			
			1	2	3	4	5	6	7	8	9	10										
Value	US\$	683791	683831	737423	773273	854047	875644	875644	875644	875644	875652	875652	876562	879316	879316	879316	879316	879316	879316	879316	879316	879316
Agroforestry 1	US\$	329271	329271	368164	370680	408193	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389
Agroforestry 2	US\$	191801	191801	211758	209810	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224
Vegetable	US\$	87015	87015	78822	100498	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277
Beekeeping	US\$	806	846	1186	2046	3238	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294
Pig production	US\$	19808	19808	19808	29172	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981
Ecoturism	US\$	51903	51903	54498	57093	59626	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972	59972
Seaweed and seagrapes	US\$	3188	3188	3188	3974	5508	5508	5508	5508	5508	6426	6426	6426	9180	9180	9180	9180	9180	9180	9180	9180	9180
Ecosystem services	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Agroforestry 1	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Agroforestry 2	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cost	US\$	493404	510672	579333	605679	624878	625026	625026	625026	625026	627412	627412	627412	634569	634569	634569	634569	634569	634569	634569	634569	634569
Agroforestry 1	US\$	151310	153922	194660	198501	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998
Agroforestry 2	US\$	91485	93094	117394	119849	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385
Vegetable	US\$	177186	188111	188380	197042	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820
Beekeeping	US\$	7586	9314	10101	11483	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080
Pig production	US\$	29696	29775	30084	38586	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824
Ecoturism	US\$	25305	25602	26797	28290	29457	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605	29605
Seaweed and seagrapes	US\$	10838	10856	11917	11929	14314	14314	14314	14314	14314	16700	16700	16700	23857	23857	23857	23857	23857	23857	23857	23857	23857
Investment	USD	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0	0	
Direct investment	USD	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income		190387	173159	147882	125864	179639	208482	217843	250618	250618	249150	249150	249150	244747	244747	244747	244747	244747	244747	244747	244747	244747

iii. b Community model B

Village information																						
Parameters		WOP	With Project										Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
A. Population and lands			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10										
Population		Number	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	276.00	
Household size		Number/HH	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
Household number		HH	46	46	46	46	46	46	46	46	46	46	46	46	46	46	46	46	46	46	46	
Land size		Ha/HH	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
Total land area		Ha	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	
Beneficiary hectare by the project (%)		%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	
Land size - benefited by the project (ha/HH)		Ha	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	
Land size - benefited total (ha)		Ha	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	
B. Beneficiary distribution (%hectares)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Agroforestry 1		%ha	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Agroforestry 2		%ha	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	
Vegetable		%ha	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Other activities		%ha	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
C. Beneficiary distribution (%HH)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Beekeeping		%HH	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
Pig		%HH	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Chicken		%HH	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	
Without animal production		%HH	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Financial Budget																						
Items	Unit	Without Project	With Project										11	12	13	14	15	16	17	18	19	20
			1	2	3	4	5	6	7	8	9	10										
Value	US\$	629336	629376	680372	713044	790113	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	811364	
Agroforestry 1	US\$	329271	329271	368164	370680	408193	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	423389	
Agroforestry 2	US\$	191801	191801	211758	209810	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	230224	
Vegetable	US\$	87015	87015	78822	100498	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	115277	
Beekeeping	US\$	806	846	1186	2046	3238	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	9294	
Pig production	US\$	19808	19808	19808	29172	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	31981	
Chicken production	US\$	635	635	635	838	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	
Ecosystem services	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Agroforestry 1	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Agroforestry 2	US\$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cost	US\$	459291	476272	542765	567861	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	583609	
Agroforestry 1	US\$	151310	153922	194660	198501	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	205998	
Agroforestry 2	US\$	91485	93094	117394	119849	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	124385	
Vegetable	US\$	177186	188111	188380	197042	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	196820	
Beekeeping	US\$	7586	9314	10101	11483	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	12080	
Pig production	US\$	29696	29775	30084	38586	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	41824	
Chicken production	US\$	2029	2057	2145	2400	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	2502	
Investment	USD	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0	0	
Direct investment	USD	0	0	10208	41730	49530	42136	32775	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Income		170046	153105	127400	103453	156974	185619	194980	227756	227756	227756	227756	227756	227756	227756	227756	227756	227756	227756	227756	227756	

iv) Entrepreneurship models

Iv.a Cooperative - Tubers

Production capacity																							
Parameters		WOP	With Project																				
A. Lands			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	
Total land area		Ha	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	164	
B. Land use																							
Agroforestry 1 - Taro		%ha	50%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Agroforestry 2 - Cassava		%ha	30%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Financial Budget																							
Items		Unit	Without Project	With Project																			
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Value		US\$	811900	811900	612666	747417	885121	1616641	1616641	1616641	1616641	1616641	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	1716042	
Taro		US\$	535492	535492	428393	440777	522105	955853	955853	955853	955853	955853	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	1055254	
Cassava		US\$	276408	276408	184272	306640	363016	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	660789	
Cost		US\$	956940	1038970	1018815	1366865	1425916	1500053	1568827	1594913	1594913	1594913	1594913	1601593	1606076	1610559	1615043	1619526	1624009	1628493	1632976	1637459	1641943
Investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	
Direct investment		USD	0	8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	

Iv.b Cooperatives - Beekeeping

[illegible]

Iv.c Women - Vegetables

Production capacity	
Parameters	
A. Lands	WOP
Total land area	H _a 164
B. Land use	With Project
Chili pepper	%ha 15%
Egg plant	%ha 15%
Pineapple	%ha 15%
Financial Budget	
Items	Unit
Value	US\$
	USD
	USD
	USD
	USD
Cost	US\$
	USD
	USD
Net income	

Iv.d Seaweed - youth

Production capacity																								
Parameters		WOP		With Project																				
A. Space				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	
Total land area - Seaweed		Ha	0.05	0.08	0.08	0.08	0.08	0.10	0.10	0.10	0.10	0.50	0.50	0.50	0.50	0.50	0.50	0.90	0.90	0.90	0.90	0.90	0.90	
B. Space (%)																								
Seaweed		%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
Seagrapes		%ha	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
Financial Budget																								
Items		Unit	Without Project	With Project																				
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Value		US\$	967	1548	1548	2757	3639	4549	4549	4549	4549	22745	22745	22745	22745	22745	22745	40941	40941	40941	40941	40941	40941	
Seaweed		US\$	645	1032	1032	1838	2426	3033	3033	3033	3033	15163	15163	15163	15163	15163	15163	27294	27294	27294	27294	27294	27294	
Seagrapes		US\$	322	516	516	919	1213	1516	1516	1516	1516	7582	7582	7582	7582	7582	7582	13647	13647	13647	13647	13647	13647	
Cost		US\$	767	1229	1229	2184	2522	3152	3158	3158	3158	15791	15791	15791	15791	15791	15791	28424	28424	28424	28424	28424	28424	
Investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Direct investment		USD		8	4783	8861	8933	8647	4145	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net income				-4464	-8542	-8360	-7530	-2748	1391	1391	1391	6954	6954	6954	6954	6954	6954	12516	12516	12516	12516	12516	12516	

Iv. Ecotourism - SMEs

[illegible]

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 5: SECAP Review Note

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

1. Introduction

1. This Social, Environmental, and Climate Assessment Procedures (SECAP) background study contributes to the design of the new Fiji investment project. The project aims to enhance the market led climate resilient diversified production and value chain development, covering six districts in Cakaudrove province, in the Northern Division, with GEF building on the community planning component to develop an integrated island plan for Vanua Levu. It directly benefits 3,150 rural households reaching 12,600 individual household members. The main target group will comprise subsistence and semi commercial farmers, giving priority to women, youth, and Indigenous Peoples. The support from GEF will focus on biodiversity conservation and improvement of land degradation.
2. The objective of the SECAP review note is to identify potential social, environmental, and climate risks to the project and their possible impacts on the project, and to recommend technically feasible and cost-effective adaptation and mitigation measures to be incorporated into the project design. The review note is guided by the literature review, project area field visits, and consultation with potential beneficiaries, relevant ministries, and related stakeholders.

2. Potential Social, Environmental and Climate risks and impacts of the project

3. The following details the potential social, environmental and climate risk and impacts of the project.

2.1 Biodiversity conservation

4. According to the National Biodiversity Strategy and Action Plan 2020–2025 (NBSAP, 2020), Fiji has forest cover over 58 percent of its 1.8 million hectares of land. The NBSAP quotes an estimated 85.3 percent of this forest cover as being natural (i.e. comprised of native and endemic species), with 2,641 plant species of which 35 percent are endemic to Fiji. Fiji is home to approximately 164 known vertebrate species (including amphibians, birds, bats and reptiles), with 28.7 percent of them being unique to the region. Additionally, there are around 5,024 insect species, with many yet to be classified.
5. In Vanua Levu, where the planned project will be focused, the extent of natural forest is uncertain. However available information sourced from the Vanua GIS system of the Ministry of Lands and Mineral Resources and Birdlife International suggests that the natural forest area of Vanua Levu is much less than 58 percent. The total coverage of the three main Key Biodiversity Areas (KBAs) on Vanua Levu is approximately 1131 km², which amounts to approximately 20 percent of the land area of Vanua Levu. These KBAs are the Wailevu/Dreketi Highlands KBA (721.9 km²), the Natewa/Tunulua Peninsula KBA (176.6 km²), and Mount Navotuvotu KBA (232.2 km²). The boundaries of these areas are generally in alignment with Conservation Areas identified in Vanua GIS and it is assumed they represent the key natural forest areas of Vanua Levu. Furthermore, it is important to note that these KBAs are not wholly comprised of undisturbed natural forest and for the most part they are not protected. In particular, the large Wailevu/Dreketi Highlands KBA has large areas that have been logged or are being logged. The only protected area of note is the 120 ha Waisali Forest Amenities Reserve, most of which is a site of national significance.
6. The majority of the land in the KBAs identified above is native (iTaukei) land. The KBA of primary interest to the IFAD funded component of the project is the Wailevu/Dreketi Highlands, which extends across approximately half of Wailevu East District and the majority of Koroalau District. Much of the remaining land in these two districts is classified as 'non forest'. The non-forest land is made up of abandoned plantation trees (e.g. coconut, cocoa, other fruits) and numerous invasive plant species. Three of the other districts identified for the project (Navatu, Savusavu, and Naweni) have no identified natural forest areas, with land cover primarily classified in Vanua GIS as 'non-forest'. The sixth district identified for the project, Vatuva, has some conservation land according to Vanua GIS with the remainder covered by 'non-forest' and other classes. The IFAD interventions will not be inside the conservation or protected areas. The BE GREEN will not work in forest or conservation areas for value chain activities.
7. Invasive species, agriculture, and habitat loss are identified as the main threats to terrestrial biodiversity. Both invasive species and habitat loss are strongly linked to agricultural activity. Many invasive species are present in land where forest has previously been cleared (habitat loss) for agriculture and then subsequently abandoned. This is noted above with the large areas of 'non-forest' land in the project area. The project will adopt integrated weed management to reduce invasive species.
8. While the high vulnerability of terrestrial biodiversity is the most critical biodiversity issue for the project to address, it is also important to note that nationally there are threats to freshwater and coastal systems as well. Primary threats to freshwater ecosystems have arisen from poor land use practices due to logging, burning and mining, alteration of catchments, urban and industrial pollution, and invasion of exotic aquatic plant and animal species. Primary threats to coral reefs include pollution from watershed and marine sources, coastal developments, over-fishing, and over-harvesting of corals and marine fish for the aquarium trade.
9. A particular challenge for the project is the current high dependence on yaqona as an income source. Village farmers

preferentially grow yaqona in remaining forested areas, where available, because of the shading and greater organic matter in the soil. This requires some degree of forest clearing to create a suitable growing site. Together with logging, the continued conversion of remaining forested land remains a significant threat to terrestrial biodiversity. The project will not be supporting current yaqona growing practices. Nor will it be supporting any practices that interfere with or damage freshwater and coastal ecosystems. Relevant input that has been made to the project design, to strengthen a shift away from yaqona growing in forested areas in particular, is summarised in Section 6 of this SECAP Review Note.

2.2 Resource efficiency and pollution prevention

10. The principal impact on the environment and natural resources in Vanua Levu is from land degradation. This has arisen as a consequence of both traditional slash and burn agricultural practices and from forest clearing and land conversion arising from colonisation. Slash and burn subsistence agriculture was observed by early European colonisers. This type of land use continues to be practised, with forested areas cut and burned for yakona production and burning of more degraded land areas often undertaken (although less so than in the past) for cultivation of other root crops (e.g dalo (taro), cassava, sweet potato). The commercial cutting of forests began in the 19th century, for example with the cutting of the sandalwood forests of south-western Vanua Levu, and continued with significant forest clearance in the 1950s. Two main consequences of forest clearing have been soil erosion and widespread invasion of exotic plant species. The impacts of soil erosion are significant, leading to progressive degradation of the land, loss of soil carbon, loss of fertility and decreased agricultural productivity. Downstream impacts include increased flooding resulting from sediment deposition in rivers and adverse impacts on coral reefs ecosystems from transported sediment. A consequence of decreased agricultural productivity is land abandonment, with resultant establishment of invasive plant species. As noted in the previous section this is the current status of much of the land in the project area. So long as such practices continue, the remaining natural forest areas will continue to be under threat.
11. The project aims to contribute to the reversal of these impacts through the promotion of climate-resilient and sustainable agricultural practices, including agroforestry and diversified cropping methods (see Section 6). Activities that involve increased use of chemical inputs will be discouraged, and the project will not engage in such practices. Additionally, the project aims to support the protection of marine ecosystems in a manner that provides sustainable livelihood opportunities.

2.3 Cultural heritage

12. Fiji boasts a rich cultural heritage, with villagers upholding their traditions, including local governance methods, for generations. Land governance and communal livelihood approaches are among the key traditional practices. Indigenous Peoples (iTaukei) will be actively engaged through consultations at the village and community levels to ensure respect for their culture and traditions and enhance livelihoods in line with their customs. Project pathways for socio-economic empowerment will leverage indigenous knowledge, including the traditional seasonal calendar for food security and climate adaptation, and iTaukei will own the decision of using or not tangible forms of cultural heritage, such as plant and marine-based handicraft, for commercial purposes. The project area does not include any tangible cultural heritage sites.

2.4 Indigenous peoples

13. The 2019-20 Household Income and Expenditure Survey (HIES) gives a population estimate of 864,132 for the whole of Fiji, of which 62 percent are identified as indigenous (iTaukei). Indo-Fijian people make up 34 percent of the population and other ethnicities constitute 4 percent.
14. Land owned by iTaukei makes up 87 percent of all land in Fiji, with the remainder made up of freehold and state land. The division of land occurred in the 19th century, with settler immigrants negotiating purchase of just over 149,000 hectares of the most valuable land, which was the first freehold land in Fiji. The iTaukei land can only be owned by iTaukei, as determined under the *iTaukei Land Act 1905*. The iTaukei Land Trust Board holds the rights to all iTaukei land, with consent of the board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners.
15. Most iTaukei people live in rural areas and experience low socio-economic status and limited opportunities. The latest HIES identifies the rural poor in the Northern Division of Fiji as lacking access to basic needs such as grid electricity and piped water. This situation was evident from the limited community visits undertaken during the project design mission.
16. Based on a visual assessment of the three main land ownership classes (iTaukei, freehold, state-owned) in the project area (using Vanua GIS), the majority of land is iTaukei land. The project will result in the utilization and/or commercial development of natural resources on iTaukei lands and associated communities, with a particular focus on the poor and marginalized, including women and youth. Considering the security of the iTaukei land tenure system and its governance through the mataqali (clan/landowning unit), and the consultation process established at village level for development plans, it is expected that benefits and opportunities for iTaukei will be maximised and negative consequences avoided. Overall, 75% of project beneficiaries will be iTaukei.
17. A Free, Prior, and Informed Consent (FPIC) implementation plan has been developed, ensuring adequate provisions and budget allocation in the project design, and to be closely monitored during implementation.

2.5 Labour and working conditions

18. Gender disparity in labour force involvement and a substantial wage difference between genders are prevalent in Fiji. According to the ADB report on Women's Resilience in Fiji, rural women, on average, earn 25 percent less than rural men, highlighting the wage gap. Furthermore, there is a considerable wage gap of 44.5 percent between urban and rural areas.

19. At present agricultural productivity and efficiency are limited due to gender inequality. As outlined by MoAW Policy for Gender in Agriculture, women who head their households and farm in their own right have a very different experience of agriculture to women from households headed by men. The MoAW Policy for Gender in Agriculture recognizes the importance of achieving gender equality in agriculture as an important step for the sector towards achieving food security, sustaining livelihoods and supporting economic growth. Because it leverages both women and men's knowledge and hard work towards better results, achieving more gender equitable outcomes in agriculture also clearly increases the success of both agricultural productivity and climate and disaster resilience. By assessing the social status of both women and men and recognising the role of men in resolving gender inequality, importance can be placed on working together for social cohesion and the empowerment of women.
20. Key areas that perpetuate gender inequality include education and skill development training, access to finance and land ownership. Female farmers are substantially behind male farmers in terms of education. According to the Gender Analysis Report of the 2020 Agricultural Census figures show female farmers barely attend any trainings for technical agriculture education related to their primary or secondary occupation. All the key agriculture services reveal gender gaps, including finance where only 12.7 percent of borrowers are women. This number changes with the size of the farm, with a greater likelihood that the women are borrowers if the farm is smaller. This could suggest that more women are determining outcomes for smaller subsistence focused holdings rather than commercial agriculture. The limited reach of support for female-headed farm households may be a contributing factor to reduced access to market opportunities. Men have much greater access to machinery, and have ownership of bank accounts and mobile phones. Limited or no internet access limits women's access to agricultural services, price information, bank and training resources.
21. In accordance with government regulations on wages and opportunities, the project will explore options to create safe and respectable opportunities within value chains and enterprises for women, promoting equal pay for both men and women while task and workload are of same or similar level. A valuable approach for supporting gender equality in semi-subsistence farming families is the Family Farm Teams (FFT) approach, initially developed and trialed in Papua New Guinea and now being applied throughout the Pacific, including in Fiji through the Crop and Livestock Council. This program "focuses on building on the individual and family agricultural and cultural strengths to enable families to work in an equitable and effective way to develop their family farm."
22. The project will avoid involvement in sectors reported for forced or child labour, ensuring the safety and well-being of workers.

2.6 Community health and safety

23. Sexual harassment in work settings is prevalent, as indicated by a 2016 study conducted by the Fiji Women's Rights Movement. It revealed that 20 percent of all women interviewed had encountered sexual harassment in the workplace. It was found that younger women and iTaukei women were most likely to be harassed (25 and 29 percent respectively), along with women in part-time roles (30 percent), and women in casual employment (43 percent).
24. Fiji, together with the whole Pacific Island region, has one of the highest rates of gender-based violence in the world, with up to 68 percent of Pacific Island women reporting physical or sexual violence by a partner in their lifetime. Within Fiji 52 percent of women aged 15-49 have experienced intimate partner violence. Workplace discrimination and harassment of women is common. Violent discipline against children aged 1-14 years is very high, with 80.5 percent documented as experiencing physical punishment and/or psychological aggression by their caregivers.
25. The project may operate in areas where gender-based violence has been reported. Collaboration with relevant stakeholders will be pursued to address and prevent gender-based violence, fostering a safe environment for the community, especially for women. The Family Farm Teams approach, discussed in the previous section, is considered a proven household methodology, to foster mindset and behavioural change towards equitable economic benefit sharing within the household, address potential conflicts that increased commercialisation may bring at household level, as well as address gender-based violence in families. It will therefore be implemented in all target communities. In addition, the project will provide support to the Cakaudrove Provincial Youth Council (CPYC), that has a mandate to support the seven thematic priorities in the Fiji National Youth Policy – including priority 3 on '*prevention and effective response to all forms of gender-based violence*'- within the districts of Cakaudrove. Therefore, the project will proactively focus on reducing gender-based violence and is expected to lead to positive changes in terms of community and family dynamics. No negative alterations of these dynamics are expected as a result of labour influx, land redistribution, or other factors.
26. The project is expected to have an overall positive impact on nutrition, through its support for the production of a number of crops that will offer the potential for both nutritional benefits for home consumption as well as strong market potential for income generation.

2.7 Physical and economic resettlement

27. The project will not result in any physical or economic displacement or need for resettlement.

2.8 Financial intermediaries and direct investments

28. The project may engage with financial intermediaries, particularly to facilitate access to rural finance. The design mission interacted with various institutions for potential collaboration. The project, together with the support of IFAD, will further assess financial institutions' capacity and practice of environment and social safeguards during the early implementation phase and will ensure that the Environment and Social Management System (ESMS) is placed while engaging financial institutions.

2.9 Climate change

29. Fiji has a tropical climate with temperatures remaining fairly consistent throughout the year, ranging from approximately 23°C to 25°C during the dry season (May to October) and from 26°C to 27°C during the wet season (November to April). Rainfall patterns exhibit greater seasonal variation, with an average rainfall of about 250 to 400 millimetres (mm) per month during the wet season and 80 to 150 mm per month during the dry season. Tropical cyclones are a prominent aspect of the country's climate. There are strong orographic effects on rainfall on the two main islands of Viti Levu and Vanua Levu, with the northwest of both islands experiencing drier than average conditions and being more drought prone.
30. Since the pre-industrial baseline (1850-1900) temperatures in Fiji increased by about 0.7°C up until around 2010. Over the same timeframe global temperatures increased by 1.1°C over the earth's combined land and ocean area, and by around 1.6°C over the earth's land area. From 2011 to 2020 a further increase of 0.7°C has been recorded in Fiji. There are no clear trends identified from analysis of historical rainfall data due in part to the high climate variability in Fiji.
31. Updated climate change scenarios for Fiji and other Pacific Island countries were published in 2021 by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Secretariat of the Pacific Regional Environment Program (SPREP). The updated scenarios show similar temperature increases to 2030 regardless of the greenhouse gas emissions scenario. Scenarios for the 2040-2059 period show temperature increases as low as 0.5°C under a low emissions scenario and as high as 1.6°C under a high emissions scenario. Future rainfall conditions will be strongly influenced by how the South Pacific Convergence Zone (SPCZ) is affected by climate change over time. Given this uncertainty, the updated report for Fiji provides different storylines which cover both warmer and drier, and warmer and wetter conditions under low and high emissions scenarios. In all cases it is expected that there will be an increased frequency of extreme rainfall events together with more heatwaves.
32. With regards to tropical cyclones, new evidence confirms that the number of tropical cyclones will likely decrease with climate change. However, tropical cyclones are likely to increase in intensity (increased windspeed) accompanied by increased rainfall rates (medium to high confidence for both) and increased coastal storm surges due to sea level rise (high confidence). Updated sea level projections by the Intergovernmental Panel on Climate Change (IPCC) are based on evidence of a greater contribution from the Antarctic ice sheet by the end of this century than previously identified.
33. There is no information provided on drought risks in the CSIRO and SPREP report. A drought analysis was included in the previous CSIRO climate change report for Fiji but concluded that there was low confidence in projections of drought frequency and duration due to low confidence with rainfall projections and no consensus about changes with the El Niño Southern Oscillation (ENSO). It is reasonable to assume, however, that with increased temperatures droughts will have the potential to be more severe when they occur. This is more likely to occur with the northward movement of the SPCZ. Similarly, with the available evidence suggesting heavier rainfall events it is reasonable to assume that extreme rainfall and associated flooding could become more severe during La Niña events.
34. Fiji faces significant vulnerability to natural disasters and climate change. The country frequently experiences tropical cyclones, rising sea levels, floods, and landslides, making it one of the world's most vulnerable nations. These events incur substantial costs, estimated at over FJD 500 million (US\$ 220 million) annually, equivalent to 5 percent of Fiji's GDP according the World Bank Climate Risk Profile for Fiji. Continued warming, sea level rise, and more frequent extreme weather events are expected to cause severe damage to infrastructure and negatively impact communities and livelihoods across Fiji.
35. The most significant climate change impacts in the project area will arise from extreme rainfall events, tropical cyclones, heat waves and sea level rise. Drought is not identified as a critical issue. Given the prevailing situation of land degradation, the current adaptive capacity of rural communities is considered to be relatively low, with the potential for the project to significantly enhance their resilience to climate change and other shocks.

3. Regulatory framework and institutional capacities

36. Following details the regulatory framework and institutional capacities.

3.1 National policies and regulatory framework relevant to SECAP

37. The *5-Year and 20-Year National Development Plan* was endorsed in 2017 which sets out a vision of 'Transforming Fiji' towards a more progressive vibrant and inclusive society. The Plan is underpinned by the following two approaches: inclusive socio-economic development; and transformational policy strategic thrusts that seek to expand Fiji's development frontier. The current Government is in the process of reviewing the 5-Year Plan.
38. *The Green Growth Framework of Fiji*, established in 2014, represents a strategic approach to sustainable development, aiming to balance economic growth with environmental conservation. It supports the People's Charter for Change, Peace and Progress, and aligns with the national roadmap for Democracy and Sustainable Socio-Economic Development. The framework emphasizes key areas such as climate resilience, waste management, and sustainable resource use, striving for a vision of 'A Better Fiji for All'.
39. The *5-year Strategic Development Plan* of the Ministry of Agriculture and Waterways is focused on the social, economic, environmental and climate resilience of the agriculture sector and is therefore relevant to all aspects of the SECAP. The plan aims to build "A resilient, competitive, innovative and inclusive agriculture and sector." It has five strategic priorities: improved food and nutrition security; improved livelihoods of farming households; improved community resilience and adoption of sustainable resource management and climate smart agriculture; increased commercial agriculture; improved MOAW performance and

service delivery.

40. *The Climate Change Act of Fiji*, enacted in 2021, represents a significant step towards addressing environmental challenges. It establishes a comprehensive framework for the regulation and governance of the nation's response to climate change. This includes systems for measuring, reporting, and verifying greenhouse gas emissions, as well as setting up institutional and governance structures for the Act's implementation. The Act aims to safeguard Fiji's future, its ecosystems, and biodiversity, while also fulfilling the country's international obligations under the Paris Agreement.
41. Fiji's *National Climate Change Policy 2018-2030* (NCCP) is a comprehensive and innovative approach to reducing climate risks and addressing the specific climate vulnerabilities faced by Fiji and its people. The NCCP is a living document that will guide decision-making through changing economic and geopolitical landscapes and is expected to evolve with the needs of the nation.
42. The *Environment Management Act 2005* is the overarching legislation for the protection of natural resources and for the control and management of developments, waste management and pollution control. The Act establishes the National Environment Council which is chaired by the Permanent Secretary for Environment and whose functions, amongst others, include the monitoring and oversight of the National Environment Strategy, to discuss key environmental issues affecting the country and make resolutions on public and private sector efforts on environmental issues.
43. *Fiji's National Biodiversity Strategic Action Plan (NBSAP) 2020-2025* is a comprehensive framework aimed at the conservation and sustainable use of the country's rich biodiversity. It outlines strategies for preserving ecosystems, protecting native species and their habitats, and maintaining ecological processes. The plan emphasizes capacity building, development of protected areas, species management, and the prevention of invasive species. It also integrates traditional knowledge with scientific research to foster sustainable conservation practices, ensuring that Fiji's unique biodiversity is preserved for future generations.
44. The *iTaukei Land Act 1905* determines that iTaukei land can only be owned by iTaukei. The iTaukei Land Trust Board holds the rights to all iTaukei land, with consent of the board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners. The *iTaukei Affairs Act 1945* provides a legal framework for the good governance of the iTaukei people in Fiji. This includes the establishment and demarcation of roles of key institutions such as the Great Council of Chiefs, Provincial Councils, *Tikina* or District Councils and Village Councils. The requirement of prior consultation with the Ministry of iTaukei Affairs and the governing institutions are emphasised in relation to any development that affects the iTaukei community.
45. The *Policy for Gender in Agriculture (2022-2027)* has a vision to address the gender gap for agriculture in Fiji. The overall goal is to "institutionalise a gender mainstreaming strategy and realise better food and nutrition security, sustainable livelihoods, climate and disaster resilience and successful commercial agriculture for women and men in Fiji." The policy has four objectives: equality of access to economic resources required for productive and resilient agriculture and markets; equality of access to information, technology and training for secure livelihoods and healthy diets; equality of representation and participation in decision-making for informed planning and resourcing; effective mainstreaming of gender perspectives through strengthened capacities in agriculture ministries.
46. The *Fiji National Youth Policy 2023- 2027* provides guidance and direction for the Ministry of Youth and Sports and other relevant Government ministries and departments to operate collaboratively towards combating ongoing issues faced by youths and achieving seven key strategic priority areas for all youths in Fiji. These areas are: (i) health and wellbeing; (ii) education, skills and employment; (iii) safety, protection and justice; (iv) environment and climate change; (v) participation and empowerment; (vi) inclusion and non-discrimination; and (vii) strengthening the enabling environment for youth. The Policy includes a detailed action plan with milestones and outcome indicators.
47. The *Youth in Agriculture Policy* add dates has a vision for young people to be empowered for active participation across all aspects of the agri-food system. Its goal is "to actively promote youth engagement across the agri-food system to strengthen food and nutrition security, commercial agriculture, sustainable livelihoods and climate and disaster resilience." The policy has four objectives: increasing access to productive resources, financial services and markets; enhancing knowledge, education and skills; supporting innovation and transition to commercial agriculture; strengthening sustainability and climate/disaster resilience.
48. The *Policy on Food and Nutrition Security (FPFNS)* is a joint policy between the Ministry of Health and Medical Services (MOHMS) and the Ministry of Agriculture and Waterways (MOAW), facilitated through the National Food and Nutrition Centre (NFCN). The strategic goal of the FPFNS is "to ensure the availability, accessibility and affordability of safe and nutritious food for every Fijian, sufficient to meet their dietary needs, cultural and food preferences for an active and lasting healthy life." The policy contains ten strategic action areas, including: the enhancement and promotion of sustainable, diversified and resilient food systems; the promotion of investment in nutrition-sensitive value chains; support for the enhancement of social protection programmes through the inclusion of complimentary food security and nutrition interventions.

3.2 National capacities, challenges and lessons with respect to SECAP implementation and compliance

49. The Government possesses the capacity to comply with the SECAP requirements as demonstrated in collaboration with IFAD and other development partners. The policy environment is vibrant and reflects current best practices. With the exception of the dated National Gender Policy (2014), other guiding sectoral policies are current or have been recently reviewed. Regulatory mandates of key enforcement agencies such as the Ministries of Environment or iTaukei Affairs, are well articulated with appropriate resources and capacity assigned to execute the relevant functions.
50. The project implementation agency will be the Ministry of Agriculture and Waterways. The Ministry of Environment and Climate Change and Ministry of iTaukei Affairs will be project partners. All three Ministries have organizational experience in managing or implementing development partner projects. However, the Ministries of Finance and Agriculture are the only agencies with

relevant experience with implementing an IFAD project. Past experience has shown the importance of engaging these regulatory agencies at the beginning of the project cycle to ensure a smooth process of compliance, monitoring and reporting.

4. Environmental and social category

51. The environmental and social risk for the project is categorised as moderate, based on the risk screening checklist version 2 of IFAD's Social, Environmental and Climate Assessment Procedure (SECAP) 2021. The project is anticipated to generate overall positive social and environmental benefits through diversified production, value chain development, enterprises initiatives, skill development, and empowerment of youth and women including reduction of gender-based violence. Proactive targeting and support will be ensured for a priority focus on the majority iTaukei people, with particular focus on the poor and marginalized, women, and youth. Through the implementation of a Free, Prior, and Informed Consent (FPIC) plan traditional practices and social and cultural values of the iTaukei will be incorporated in the project. The project activities will be limited to agriculture lands, including the rehabilitation of degraded lands for agroforestry and other productive uses. The intention is to progressively discourage further forest encroachment, degradation, and/or deforestation. This will be supported by the development of community climate resilience and ecosystem management plans (Vanua Plans). Farmers will be motivated to produce and use biological/organic inputs.

5. Climate risk category

52. The climate risk category of the project, as per the SECAP 2021 risk screening checklist version 2, is assessed as moderate. The project intervention areas are likely to experience cyclones, floods, landslides, and heatwaves. Mission field observations, stakeholder consultations, and published reports indicate that agriculture and livestock production sectors of the country have been affected by rainfall variability, changes in temperature and pest and disease outbreaks. The country has made progress in adaptation activities and is well ranked in the Disaster risk reduction progress score as per INFORM database. An early action plan for disaster preparedness and emergency response is in place. The project will have a strong focus on the promotion of climate resilient agriculture, supported through the development of Vanua Plans.

6. Recommendations for project design and implementation

53. The main recommendation arising from SECAP input to the project design has been for the inclusion of community climate resilience and ecosystem management plans (Vanua Plans) under Component 2. These plans will be developed within the legally defined boundaries of *Mataqali* (clan) land. The lack of such plans was identified as a critical gap between the proposed development of an Integrated Island Plan (Component 1) and support for scaling up of climate resilient farmer practices (Component 2) and development of resilient value chains (Component 3). The development of Vanua Plans was identified as essential for fostering transformational change away from a current vicious cycle of land degradation and social and economic decline, towards a virtuous circle of land rehabilitation and social and economic upliftment. This vicious cycle of land degradation, which leads to social and economic decline, is described in Sections 2.1 and 2.2. A further consequence of land degradation and social and economic decline is increased vulnerability to climate change. The growing of kava, currently an important economic crop for the iTaukei communities in the project area, is a critical part of this process of land degradation. Farmers prefer the shade and deeper soils of forested areas for their kava growing. The intent of developing Vanua Plans is to provide support to communities towards a progressive shift away from such practices.
54. Implementation of the Vanua Plans will be supported by the Family Farm Teams (FFT) approach at household level, to foster equitable benefit sharing within the household, empower women and youth, and reduce gender-based violence, and through encouragement of restorative and climate resilient agriculture practices. Women's and youth groups will be entry points for community consultative processes for the preparation of the Vanua plans and will receive training in financial, market and business literacy, along with support to develop environmentally sustainable and climate-resilient economic initiatives. There will be a particular focus on cocoa (and other economic crops) agroforestry and sustainable root crop production. A strong recommendation is for agroforestry on currently degraded land to be encouraged as much as possible with as many communities as possible. Available evidence from Kokomana (<https://www.kokomanafiji.com/>) is that it will be possible to introduce yakona growing approximately five years after establishment of an agroforestry system, by which time it is expected that the soil quality will be sufficiently improved for yakona production. In the interim as much emphasis as possibly needs to be placed on developing income streams from cocoa production, and from root crops that are grown in a sustainable and climate resilient manner. Economic activities targeted to women and youth with limited land access, such as floriculture, marine-based activities (e.g. seaweed production or mangrove oyster collection), plant and marine-based handicraft, ecotourism, etc. will also be promoted.
55. A further recommendation arising from SECAP input is for the establishment of soil carbon, and other soil nutrient, monitoring for the duration of the project. The Director of the MoAW Research and Agriculture and Scientific Services Division has readily agreed to this initiative.

7. Further studies needed

56. Following the SECAP risk screening process, the design mission has developed all necessary documents including, i) SECAP review note, ii) a standalone Environment, Social, and Climate Management Plan (ESCMP), iii) Stakeholder Engagement Plan (SEP), iv) Grievance Redress Mechanism (GRM), and v) a Free, Prior and Informed Consent (FPIC) implementation plan. The interventions supported by IFAD and GEF are expected to have a positive overall impact on biodiversity conservation. The GEF design, planned for the first quarter of 2025, will further evaluate GEF interventions effects on land and marine biodiversity and recommend any additional studies required for GEF-supported activities.

8. Monitoring and evaluation

57. The project's M&E will capture disaggregated data on gender, youth, and ethnicity. The Project Management Unit will lead the monitoring and evaluation process of the project together with implementing partners and stakeholders. Monitoring and Evaluation Framework of the project will incorporate ESCMP's key indicators together with the project's logframe. The Safeguards focal person in collaboration with M&E specialists and thematic leaders will ensure integration of ESCMP key indicators into regular thematic studies and reporting. This process assists the timely decision making by the project management and adopts corrective actions to adhere to the climate adaptation and targeting strategy. Other participatory monitoring tools such as environmental and social safeguard monitoring, and regular tracking of women and disadvantaged groups will be adopted to ensure that target groups are effectively participating and making progress on their livelihood improvement pathways.

9. References

- ADB, 2016, *Fiji: Urban Water Supply and Wastewater Management Investment Program*. <https://www.adb.org/projects/49001-002/main>
- ADB. 2022. *Women's Resilience in Fiji: How Laws and Policies Promote Gender Equality in Climate Change and Disaster Risk Management*. <https://www.adb.org/publications/women-resilience-fiji-gender-equality-climate-change>
- CSIRO and SPREP (2021). 'NextGen' Projections for the Western Tropical Pacific: Current and Future Climate for Fiji. Final report to the Australia-Pacific Climate Partnership for the Next Generation Climate Projections for the Western Tropical Pacific project. Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Secretariat of the Pacific Regional Environment Programme (SPREP), CSIRO Technical Report, Melbourne, Australia. <https://doi.org/10.25919/5gh8-qt86>
- Department of Environment, Government of Fiji (2020). *National Biodiversity Strategy and Action Plan 2020–2025*, Suva, Fiji.
- Fiji Bureau of Statistics. 2017. 2017 Census Results. <https://experience.arcgis.com/experience/fd6bb849099f46869125089fd13579ec>
- Fiji Bureau of Statistics. 2021. 2019-2020 Household Income and Expenditure Survey: Main Report.
- Fiji Bureau of Statistics. 2021. *Fiji Fact Sheet Multiple Indicator Cluster Survey 2021 (Preliminary Results)*. https://www.statsfiji.gov.fj/images/documents/Fiji_MICS_2021/Fiji_MICS_2021_Fact_Sheet_-_Preliminary_Report.pdf
- Fiji Women's Rights Movement. 2016. Sexual harassment in the workplace in Fiji – 2016 followup study. <https://www.fwrn.org.fj/images/PDFs/researchanalysis/External-SH-WriteUP-MG-Final-1.pdf>
- Gigov, T. 2023. *Tackling gender inequality in Fiji: Business responsibilities and opportunities*. https://www.ihrb.org/uploads/general-uploads/Tackling_Gender_Inequality_in_Fiji.pdf
- Haniff Tuitoga, Pacific Legal Network. <https://www.haniffuitoga.com.fj/single-post/itaukei-land-regime-in-fiji>
- IFAD. SECAP. <https://www.ifad.org/en/secap>
- IFAD. Sustainable and Resilient Indigenous Peoples' Food Systems for Improved Nutrition. <https://www.ifad.org/digital-toolbox/indigenous-peoples-food-systems/>
- IFAD. 2022. Why Free and Prior Informed Consent is so important for Indigenous People. <https://www.ifad.org/en/web/latest/-/why-free-prior-and-informed-consent-is-so-important-for-indigenous-peoples>
- INFORM Risk. <https://drmkc.jrc.ec.europa.eu/inform-index>
- Kokomana. <https://www.kokomanafiji.com/>
- Landcare Research, <https://fiji-psp.landcareresearch.co.nz/en/soil-formation>
- Ministry for Agriculture, Waterways and Environment. 2020. 2020 Fiji Agriculture Census. Volume III: Gender Analysis Report. https://www.agriculture.gov.fj/documents/census/VOLUMEIII_GENDERREPORT.pdf
- Ministry for Agriculture, Waterways and Environment. 2022. *Policy for Gender in Agriculture in Fiji (2022-2027)*. <https://www.agriculture.gov.fj/documents/policies/Gender%20Booklet%202022%20Final.pdf>
- Ministry for Agriculture, Waterways and Environment. 2022. *Youth in Agriculture Policy 2022-2027*. <https://www.agriculture.gov.fj/policies.php>
- Ministry of Agriculture and Waterways. 2024. *Strategic Development Plan 2024-2028*. <https://www.agriculture.gov.fj/documents/SDP%20Booklet%20Final%202024.pdf>
- O'Brien, M., Moko, N., Watling, D., Segaidina, M., & Morrison, C. 2021. National Biodiversity Threat Assessment: Ranking Major Threat Impacting Fiji's Biodiversity, BIODEV2030 project. Suva: IUCN. https://www.biodev2030.org/wp-content/uploads/2021/11/FIJI-Final-Report-on-National-Biodiversity-Threat-Assessment_BIODEV-2030.pdf
- The World Bank Group. 2021. *Climate Risk Country Profile*:

Fiji: https://climateknowledgeportal.worldbank.org/sites/default/files/country-profiles/15854-WB_Fiji%20Country%20Profile-WEB.pdf
The World Bank Group. Ocean Protectors: How the Old Ways of Protecting the Ocean Are New Again in Fiji. <https://www.worldbank.org/en/news/feature/2022/04/13/ocean-protectors-how-the-old-ways-of-protecting-the-ocean-are-new-again-in-fiji>
The World Bank Group. Fiji Tourism Development Program in Vanua Levu (P178694). <https://projects.worldbank.org/en/projects-operations/project-detail/P178694>
Tuwere, I.S. date unknown. *Land: An Indigenous Fijian Perspective*. https://www.methodist.org.nz/assets/Mission-Resourcing/Fijian-Lang-Resources/land_in_fijian_perspective.pdf

10. SECAP Matrix

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Environmental							
On-going impacts on terrestrial and aquatic biodiversity from production systems and land use practices that are contributing to land degradation	Development of community-owned Vanua Plans Support for agroforestry systems and sustainable root crop systems Protection of natural forest areas and establishment of marine protected areas Training and capacity building with communities in support of all of the above	One of the Lead Implementing Partners (PCDF) will invest a significant amount of time on community engagement with participating communities during the first year of the project	PCDF will have lead responsibility, with support from the PMU and supported by PIFON, the environmental NGO, other service providers, together with MoAW and MoECC staff	65 village Vanua Plans completed Number of communities adopting agroforestry and sustainable root crop systems Number of forest protected areas and marine protected areas established by communities Number of training and capacity building events completed	Community Vanua Plans Project M&E Annual Progress Reports	Annual	Included in the project budget

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Artisanal fresh water fish farming and marine fishing	Awareness and Capacity building for government staff and communities on freshwater fishing Regulation on fish species allowing only government recommended varieties with priority for Indigenous fish Regulation of fish feeding and use of chemical inputs Proper waste management Capacity building for community on sustainable management and harvesting from marine environments to be provided	The community engagement process, including development of the Vanua Plans and FFT approach, will guide and support communities on freshwater fisheries Relevant capacity building on sustainable management and harvesting will be provided	PMU with the support from MoECC and implementing partners	Number of communities who have received capacity building Number of government staff who received capacity building	Project M&E, training records	Annual	Included in the project budget
Social							
Cultural heritage	Upholding and enhancement of traditional knowledge and practices	The community engagement process will guide communities to draw on their traditional knowledge in the development of Vanua Plans and will support communities in their decision-making regarding the potential use of traditional knowledge and practices within a commercial context	PMU with the support from MoECC, MoAW, MiTA and implementing partners.	65 village Vanua Plans completed Number of communities that choose to incorporate traditional knowledge and practices as part of their commercial and natural resources management activities	Community Vanua Plans Project M&E	Annual	Included in the project budget (village planning process)

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Commercial development of iTaukei Land	iTaukei communities will be the principal beneficiaries of the project and will be fully engaged in the commercial development of their iTaukei land	The community engagement process will empower communities in planning and decision making with respect to the commercial development of their land	PMU with the support from MoECC, MoAW, MiTA and implementing partners.	65 village Vanua Plans completed Number of agroforestry and sustainable root crop systems established Number of different production models supported and established	Community Vanua Plans Project M&E	Annual	Included in the project budget (Vanua plans; Integrated Village Development Plans)
Gender disparities in the workforce	The FFT programme will be implemented with households with the aim of strengthening the roles of all household members for the benefit of all	Training of trainers will be required, with support from the Fiji Crop and Livestock Council who have people trained in the FFT programme Communities will be informed of the FFT programme and households will be identified to participate	PCDF will have lead responsibility for implementation of the FFT programme, with support from the PMU	Number of households participating in the FFT programme	Project M&E	Annual	Included in the project budget (FFT approach, PMU GESI staff cost)

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Gender-based violence	The project has been designed to adopt a proactive approach to addressing gender-based violence through both the FFT programme and through support for the work of the Cakaudrove Provincial Youth Council	Training of trainers will be required, with support from the Fiji Crop and Livestock Council who have people trained in the FFT programme Communities will be informed of the FFT programme and households will be identified to participate	PCDF will have lead responsibility for implementation of the FFT programme, with support from the PMU	Number of households participating in the FFT programme	Project M&E	Annual	Included in the project budget
Climate Change							
Multiple impacts from climate change and associated climatic extremes	The project has been designed to adopt an integrated approach to building climate resilience in the project area A module on climate change and climate resilience will be included in the Vanua planning process Vanua Plan development will be facilitated to ensure that the plans are contributing to climate resilience Commercial agriculture activities, particularly including agroforestry and sustainable root crop systems, will be aligned with the Vanua Plans	Communities will be fully engaged in ensuring that climate resilience is integral to their Vanua Plans and their implementation	PMU with the support from MoECC, MoAW, MiTA and implementing partners	65 village Vanua Plans completed integrating climate resilience Number of communities adopting agroforestry and sustainable root crop systems Number of forest protected areas and marine protected areas established by communities	Project M&E	Annual	Included in the project budget

Environmental and Social Safeguards Classification: Moderate

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	No			Low
1.2 Could the project involve or lead to activities negatively impacting habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, (ICCA), etc.)?	No			Low
1.3 Could the project involve or lead to an increase in the chance of human-wildlife encounters/conflict?	No			Low
1.4 Could the project involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project involve or lead to negative impacts/risks to migratory wildlife?	No			Low
1.6 Could the project involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel, sand, etc.)?	Yes		Moderate Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated.	Moderate
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating
2.1 Could the project involve or lead to the release of pollutants to the environment (on and off farm) due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No			Low
2.2 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	Yes	Possible	Minor The project may be located in an area of previous pollution, but complete decontamination has been undertaken.	Low
2.3 Will the project involve or lead to significant consumption of raw materials and energy?	No			Low
2.4 Will the project develop or rehabilitate irrigation schemes and/or involve or lead to significant extraction, diversion or containment of surface or ground water? (For example, construction of dams, reservoirs, river basin developments, groundwater extraction)	No			Low
2.5 Will the project involve the use of agrochemicals (pesticides, fertilizers, and other modifying agents) which have potential to pollute soils and water bodies or cause other negative impacts?	No			Low
2.6 Will the project involve or lead to primary production of living natural resources through cultivation or rearing of plants, annual and perennial crop farming, etc.?	Yes			Low

Environmental and Social Safeguards				
2.7 Will the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	No			Low
2.8 Will the project involve livestock and production of animal products (dairy, skins, meat, etc.)?	Yes		Minor The project will involve small scale livestock with no extensive or intensive systems (nomadic or transhumant systems).	Low
2.9 Will the project involve marine or freshwater fisheries, at industrial or artisanal scale?	Yes		Moderate The project will involve marine or inland fisheries activities at small-scale, where there is inadequate information about fish stock and capacity and systems for monitoring and management (including environmental and social effects); there is low probability of occurrence of; overfishing, by-catch and discards, pollution, habitat destruction, ecological disruption; there is national legislation related to fishing method/gear in place but are they are not fully enforced; Includes some artisanal fish processing activities with pollution controls.	Moderate

Environmental and Social Safeguards				
2.10 Will the project involve inland or marine aquaculture?	Yes		Moderate The project will involve aquaculture activities at small-scale on land or water bodies; there is low probability of land-use/ water-use conflicts, introduction of non-native species, escapes of aquaculture species to the wild, habitat destruction, wastes release and use of seed extracted from the wild; Will include some artisanal fish processing activities with pollution controls.	Moderate
Cultural Heritage	Yes/No	Likelihood	Consequence	Risk Rating
3.1 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.2 Could the project involve or lead to excavations, demolitions, movement of earth, flooding or other environmental changes in an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or intangible forms of culture (e.g. knowledge, innovations, practices) or contains features considered as critical cultural heritage? (See Annex 1 of the Cultural Heritage Guidance Note for further information)	No			Low
3.3 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Yes	Possible	Minor The project could be located in an area that is considered to be of cultural heritage value, but the project does not use tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial purpose.	Low
translation missing: en.v2.secap_screening_tool.environmental_and_social.cultural_heritage_5.text				Low

Environmental and Social Safeguards				
translation missing: en.v2.secap_screening_tool.environmental_and_social.cultural_heritage_6.text				Low
Indigenous peoples	Yes/No	Likelihood	Consequence	Risk Rating
4.1. Is the project sited in areas where indigenous Peoples are present? (Indigenous peoples' traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources).	Yes			Low
4.2 Could the project adversely affect indigenous people's rights to traditionally owned or otherwise occupied and used lands, territories, waters, coastal seas and other resources and/or livelihood systems?	No			Low
4.3 Could the project result in the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples?	Yes	Likely	Moderate The project will involve the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples. The consultation process with indigenous groups is clearly defined.	Moderate
translation missing: en.v2.secap_screening_tool.environmental_and_social.indigenous_peoples_4.text				Low
translation missing: en.v2.secap_screening_tool.environmental_and_social.indigenous_peoples_5.text				Low
Labour and Working Conditions	Yes/No	Likelihood	Consequence	Risk Rating
5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Yes	Likely	Moderate The project will operate in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. International value chains are occasionally audited for environmental or social performance.	Moderate
5.2 Could the project operate in a value chain where there have been reports of forced labour? Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain.	No			Low

Environmental and Social Safeguards				
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	No			Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: "OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.")	No			Low
Community Health, Safety and Security	Yes/No	Likelihood	Consequence	Risk Rating
6.1 Could the project lead to and or be at risk from water-borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	No			Low
6.2 Could the project have unintended negative impacts on nutrition?	No			Low
6.3 Will the project involve the construction or rehabilitation of dams?	No			Low
6.4 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low
6.5 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Minor The project may lead to minor changes to community dynamics but no serious cases of gender-based violence and/or sexual exploitation are expected. Gender-based violence protocols in place.	Low
6.6 Will the project construct, rehabilitate or upgrade rural roads and/or lead to increases in traffic or alteration in traffic flow?	Yes		Minor The project will result in minor increases to traffic volume. Only minor increase in risk of injury or death.	Low
6.7 Could the project lead to an influx of project workers?	No			Low
6.8 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
translation missing: en.v2.secap_screening_tool.environmental_and_social.community_health_9.text				Low
translation missing: en.v2.secap_screening_tool.environmental_and_social.community_health_10.text				Low
Physical and economic resettlement	Yes/No	Likelihood	Consequence	Risk Rating
7.1 Will the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low

Environmental and Social Safeguards

7.2 Will the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project increase the risk of forced evictions? (The project cannot proceed unless forced evictions are avoided)	No			Low
7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No			Low
Financial intermediaries and direct investments	Yes/No	Likelihood	Consequence	Risk Rating
8.1 Could the investment be granted to an institution that does not have an environmental and social policy and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Could the institution not be providing a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.6 Could the institution not be providing auxiliary or capacity building support services?	No			Low
translation missing: en.v2.secap_screening_tool.environmental_and_social.financial_intermediaries_7.text				Low

Climate Risk Classification: Moderate

Step 1: Hazard identification	
What are the expected hazards in the project intervention area?	No, Yes, TBD
1.1 River flood	Yes
1.2 Coastal Flood	Yes
1.3 Urban Flood	Yes
1.4 Landslide	Yes
1.5 Cyclone	Yes
1.6 Water Scarcity (agricultural droughts and/or dry spells)	No
1.7 Extreme Heat	Yes
1.8 Wildfires	Yes
Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity	No, Yes, TBD
1.9 Change in temperature (increase or decrease)	Yes
1.10 Change in rainfall (increase or decrease)	Yes
1.11 Climate variability	Yes
1.12 Intensity and frequency of extreme events	Yes
Is the project expected to have an impact on climate change (i.e. contribute to greenhouse gas emissions)?	No, Yes, TBD
1.13 Is the project expected to be a significant emitter of greenhouse gas emissions?	No
Step 2: Exposure Assessment	
Is the project located in exposed areas to weather-related natural hazards?	No, Yes, TBD
2.1 Low-lying areas (valleys, coastal zones, and small islands)	Yes
2.2 Very warm areas (subtropical)	Yes
2.3 Tropical areas (rainforests)	Yes
2.4 Arid and semi-arid areas (deserts)	No
2.5 Mountains zones and permafrost areas (tundra)	No
2.6 River banks	Yes
Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?	No, Yes, TBD
2.7 Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	Yes
2.8 Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
2.9 Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	Yes
2.10 Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	No
2.11 Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
2.12 Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
2.13 Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
Step 3: Sensitivity Assessment	
What are key sensitivities for the populations in the project's areas of intervention?	No, Yes, TBD
3.1 Is conflict exacerbating the population's sensitivity to weather related hazards?	No

3.2 Is population displacement being exacerbated by climate change impacts?	Yes
3.3 Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	No
3.4 Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	No
3.5 Human Development Index (HDI)	No
3.6 Multidimensional Poverty Index (MPI)	No
3.7 Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	No
Step 4: Adaptive capacity	
What are key adaptive capacities in the areas of project intervention?	No, Yes, TBD
4.1 Is the country well ranked in the Disaster risk reduction progress score?	Yes
4.2 Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	No
4.3 Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
4.4 Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
4.5 Is the target community carrying out (using their own means) agricultural adaptation?	No
4.6 Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
4.7 Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	Yes
4.8 Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Environmental, Social and Climate Management Plan (ESCMP)

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

ENVIRONMENTAL, SOCIAL AND CLIMATE MANAGEMENT PLAN (ESCMP)

Introduction

The Environmental, Social, and Climate Management Plan (ESCMP) for the BE-GREEN project stemmed from a comprehensive assessment conducted using the risk screening checklist version 2 in accordance with the SECAP 2021 guidelines. The assessment categorized the project as moderate risk in both environmental and social, as well as climate risk categories.

A primary focus of the environmental, social, and climate assessment is to develop robust procedures and strategic plans. These measures aim to ensure the seamless execution of approved mitigation or adaptation strategies, and monitoring requirements highlighted during the compliance implementation and review. The ESCMP incorporates an array of national and provincial acts and policies essential for the project's adherence to SECAP compliance standards. This comprehensive coverage aims to align project activities with the stipulated regulations for environmental, social, and climate management.

Structured in a systematic approach, the ESCMP begins by outlining the impacts identified through the risk screening exercise. Subsequently, it provides a detailed account of the identified mitigation measures designed to address these impacts effectively. Beyond mere mitigation, the plan encompasses enhancement measures to further bolster environmental, social, and climate resilience within the project scope.

The basis for the BE-GREEN ESCMP was established during the project concept mission, with the preliminary risk screening, and subsequently through the project design mission. SECAP team input to the latter has ensured that relevant issues have been clearly identified and recommended measures to address these have been fully integrated into the project design. However, monitoring will be essential to ensure that these measures are implemented through the course of the project as intended.

Guiding the implementation of the ESCMP will be the Project Management Unit (PMU), with support from the Ministry of Agriculture and Waterways (MoAW), the Ministry of Environment and Climate Change (MoECC) and the Lead Implementing Partners. Recognizing the dynamic nature of project implementation, the ESCMP remains adaptable and responsive to changing needs. Accordingly, the plan will undergo periodic updates aligned with evolving project activities, with budgetary considerations adjusted as needed. This adaptability ensures the ESCMP remains a dynamic framework that evolves in tandem with project dynamics, fostering effective and responsive environmental, social, and climate management practices.

Project description

The Fiji Blue Economy and Green Community Development Project (BE GREEN) is proposed to be implemented in Fiji's second largest island of Vanua Levu, with estimated USD 5.3 million financing from IFAD13 PBAS allocation and USD 8.2 million financing from GEF8 Star Allocation. The project goal is to support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives. The proposed project also critically aims to address loss of biodiversity and ecosystem deterioration stemming from unsustainable practices and over-exploitation of forest, mineral and marine resources linking to both green and blue economic parameters. The development objective is to improve

rural livelihoods and climate resilience through sustainable blue and green production , improved market access and biodiversity protection.

2.1 Summary of the project

Component 1 – Mainstreaming Integrated Island Management. This component aims to overcome sector-level compartmentalization and ineffective multi-stakeholder collaboration by engaging local stakeholders in the development and implementation of an integrated island management plan that considers sustainable land use, climate change adaptation and biodiversity conservation.

Component 2 – Sustainable and market-oriented production from resilient systems. Component 2 will provide a basis for transformational change away from a vicious cycle of land degradation and social and economic decline, towards a virtuous circle of land rehabilitation and social and economic upliftment.

Sub-component 2.1 - Community climate resilience and ecosystem management plans (referred to as "Vanua Plans") will assist communities in fostering climate resilient and sustainable land use through a "Ridge to Reef" approach, which promotes forest protection, climate-smart agriculture, and marine-based resource protection and utilization.

Sub-component 2.2 - Support services for sustainable, market-oriented production will provide technical trainings, demo plots and peer-to-peer extension to farmers, women and youth groups for adopting climate-smart and environmental-friendly production technologies and practices, with a strong emphasis on agro-forestry, and for facilitating transition from semi-subsistence agriculture to farming as a business.

Sub-component 2.3 - Climate Smart Grants will provide investment grants to communities, farmers, youth and women's groups, and individuals for initiatives across three key areas: (i) sustainable production, for example for securing planting materials, preparing land, and improving water management; (ii) ecological restoration to benefit biodiversity and improve livelihoods, through for example mangrove restoration, and the establishment of Marine Protected Areas or Key Biodiversity Areas; and (iii) value addition and marketing, for acquiring processing equipment, creating collection points, building storage facilities or building farm-to-market roads.

Component 3 – Inclusive access to market and finance. This component is designed to support micro, small, and medium enterprises (MSMEs), including cooperatives and farmer-led enterprises, women and youth groups, that are based in the target districts or source from target districts, and are already engaged in the market.

Sub-component 3.1 - MSME Outreach and engagement will actively engage MSMEs through targeted information and support to connect with opportunities for enhancing their business operations, including establishing formal partnerships and contracts to engage with high value markets, expanding farmer-based supply chains, optimizing post-harvest practices, reinforcing quality assurance, and adding value to capture premium prices.

Sub-component 3.2 - Specialized services for market access enhancement will provide tailored business development services to target MSMEs and rural organizations, enabling them to operate sustainable, profitable businesses that source from target districts and supply high value markets.

Sub-Component 3.3 - Financing of agri-business. Building on an assessment of demand, this sub-component will finance performance-based grants to catalyze investment by micro, small and medium agribusinesses sourcing from farmers or marine-based producers in the target districts, including women and young farmers.

Component 4 – Policy and institutional environment. This component aims to create a favourable policy and institutional environment that supports the alignment of economic growth with ecosystem preservation.

Sub-component 4.1 - Policy Development and Institutional Support will address the needs identified by the Ministry of Agriculture and Waterways (MoAW), Ministry of iTaukei Affairs, and the Ministry of Environment and Climate Change (MoECC).

Sub-component 4.2 - Innovation for climate-smart approaches will promote innovative practices and technologies in support of sustainable production and utilization of land and coastal assets, and support dissemination to producers through the project implementation structure.

Component 0 – Rapid disaster response. This component will have no designated budget and will be activated only in the event of a disaster, such as a weather or natural hazard, a human or animal pandemic, or an agricultural pest or disease outbreak.

2.2 Target areas and groups

The project will be implemented on the island of Vanua Levu. IFAD investment will focus on six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu and Vaturova. These were proposed by the government, based on the following criteria: (i) high level of poverty and low levels of socio-economic development; (ii) vulnerability to climate change; (iii) opportunities for blue economy and green development; and (iv) potential for market linkages. The complementing GEF investment will address land degradation and loss of biodiversity on the entire island of Vanua Levu.

The IFAD investment will cover all 65 villages, 235 settlements and estates within the six target districts, benefiting around 3,150 households. Among the beneficiaries, 50 percent will be women, and 30 percent youth (15-34 years as defined by the Government of Fiji). It is also expected that around 75 percent of the beneficiaries will belong to Indigenous Peoples (iTaukei). Indigenous Peoples and other marginalised groups will be actively engaged through consultations at the village and community levels. Project pathways for socio-economic empowerment will leverage Indigenous knowledge, including the iTaukei traditional seasonal calendar. Free, Prior, and Informed Consent (FPIC) will be integrated into project activities and safeguards.

Institutional and legal framework

3.1 National policies and regulatory framework relevant to SECAP

The *5-Year and 20-Year National Development Plan* was endorsed in 2017 which sets out a vision of 'Transforming Fiji' towards a more progressive vibrant and inclusive society. The Plan is underpinned by the following two approaches: inclusive socio-economic development; and transformational policy strategic thrusts that seek to expand Fiji's development frontier. Included under socio-economic development is a focus on food and nutrition security which will be achieved by increased production, greater farm efficiency and productivity, more effective distribution systems, new technology and mechanization, promotion of organic farming together with promotion of traditional and niche crops, and development of climate resilient and environmentally sustainable production systems. The current Government is in the process of reviewing the 5-Year Plan.

The Green Growth Framework of Fiji, established in 2014, represents a strategic approach to sustainable development, aiming to balance economic growth with environmental conservation. It supports the People's Charter for Change, Peace and Progress, and aligns

with the national roadmap for Democracy and Sustainable Socio-Economic Development. The framework emphasizes key areas such as climate resilience, waste management, and sustainable resource use, striving for a vision of 'A Better Fiji for All'.

The *5-year strategic development plan* of the Ministry of Agriculture and Waterways is focused on the social, economic, environmental and climate resilience of the agriculture sector and is therefore relevant to all aspects of the ESCMP. The plan aims to build a “resilient, competitive, innovative and inclusive agriculture and sector.” It has five strategic priorities: improved food and nutrition security; improved livelihoods of farming households; improved community resilience and adoption of sustainable resource management and climate smart agriculture; increased commercial agriculture; improved MOAW performance and service delivery.

The Climate Change Act of Fiji, enacted in 2021, represents a significant step towards addressing environmental challenges. It establishes a comprehensive framework for the regulation and governance of the nation's response to climate change. This includes systems for measuring, reporting, and verifying greenhouse gas emissions, as well as setting up institutional and governance structures for the Act's implementation. The Act aims to safeguard Fiji's future, its ecosystems, and biodiversity, while also fulfilling the country's international obligations under the Paris Agreement.

Fiji's *National Climate Change Policy 2018-2030* (NCCP) is a comprehensive and innovative approach to reducing climate risks and addressing the specific climate vulnerabilities faced by Fiji and its people. The NCCP is a living document that will guide decision-making through changing economic and geopolitical landscapes and is expected to evolve with the needs of the nation.

Fiji's *National Adaptation Plan* development was guided by a vision of “a climate-resilient development pathway which enables Fiji to anticipate, reduce, and manage environmental and climate risks caused by climate variability and change to support a vibrant society and prosperous economy.” The plan was published in 2018 and had a five-year implementation timeframe. It follows an ecosystem-based and gender-based approach. Adaptation measures identified for agriculture are focused on enhanced data and information, research, disaster preparedness, promotion and integration of climate smart agriculture, sustainable soil and water management, strengthening the resilience of farmers and farming families, and development of appropriate education, awareness and extension programmes.

The *Environment Management Act 2005* is the overarching legislation for the protection of natural resources and for the control and management of developments, waste management and pollution control. The Act establishes the National Environment Council which is chaired by the Permanent Secretary for Environment and whose functions, amongst others, include the monitoring and oversight of the National Environment Strategy, to discuss key environmental issues affecting the country and make resolutions on public and private sector efforts on environmental issues.

Fiji's *National Biodiversity Strategic Action Plan (NBSAP) 2020-2025* is a comprehensive framework aimed at the conservation and sustainable use of the country's rich biodiversity. It outlines strategies for preserving ecosystems, protecting native species and their habitats, and maintaining ecological processes. The plan emphasizes capacity building, development of protected areas, species management, and the prevention of invasive

species. It also integrates traditional knowledge with scientific research to foster sustainable conservation practices, ensuring that Fiji's unique biodiversity is preserved for future generations.

The *iTaukei Land Act 1905* determines that iTaukei land can only be owned by iTaukei. The iTaukei Land Trust Board holds the rights to all iTaukei land, with consent of the board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners. The *iTaukei Affairs Act 1945* provides a legal framework for the good governance of the iTaukei people in Fiji. This includes the establishment and demarcation of roles of key institutions such as the Great Council of Chiefs, Provincial Councils, Tikina or District Councils and Village Councils. The requirement of prior consultation with the Ministry of iTaukei Affairs and the governing institutions are emphasised in relation to any development that affects the iTaukei community.

The *Policy for Gender in Agriculture 2022-2027* has a vision to address the gender gap for agriculture in Fiji. The overall goal is to "institutionalise a gender mainstreaming strategy and realise better food and nutrition security, sustainable livelihoods, climate and disaster resilience and successful commercial agriculture for women and men in Fiji." The policy has four objectives: equality of access to economic resources required for productive and resilient agriculture and markets; equality of access to information, technology and training for secure livelihoods and healthy diets; equality of representation and participation in decision-making for informed planning and resourcing; effective mainstreaming of gender perspectives through strengthened capacities in agriculture ministries.

The *Fiji National Youth Policy 2023- 2027* provides guidance and direction for the Ministry of Youth and Sports and other relevant Government ministries and departments to operate collaboratively towards combating ongoing issues faced by youths and achieving seven key strategic priority areas for all youths in Fiji. These areas are: (i) health and wellbeing; (ii) education, skills and employment; (iii) safety, protection and justice; (iv) environment and climate change; (v) participation and empowerment; (vi) inclusion and non-discrimination; and (vii) strengthening the enabling environment for youth. The Policy includes a detailed action plan with milestones and outcome indicators.

The *Youth in Agriculture Policy 2022-2027* has a vision for young people to be empowered for active participation across all aspects of the agri-food system. Its goal is "to actively promote youth engagement across the agri-food system to strengthen food and nutrition security, commercial agriculture, sustainable livelihoods and climate and disaster resilience." The policy has four objectives: increasing access to productive resources, financial services and markets; enhancing knowledge, education and skills; supporting innovation and transition to commercial agriculture; strengthening sustainability and climate/disaster resilience.

The *Policy on Food and Nutrition Security (FPFNS)* is a joint policy between the Ministry of Health and Medical Services (MOHMS) and the Ministry of Agriculture and Waterways (MOAW), facilitated through the National Food and Nutrition Centre (NFCN). The strategic goal of the FPFNS is "to ensure the availability, accessibility and affordability of safe and nutritious food for every Fijian, sufficient to meet their dietary needs, cultural and food preferences for an active and lasting healthy life." The policy contains ten strategic action areas, including: the enhancement and promotion of sustainable, diversified and resilient food systems; the promotion of investment in nutrition-sensitive value chains; support for

the enhancement of social protection programmes through the inclusion of complimentary food security and nutrition interventions.

3.2 National capacities, challenges and lessons with respect to SECAP implementation and compliance

The Government possesses the capacity to comply with the SECAP requirements as demonstrated in projects collaborated with IFAD or other development partners. The policy environment is vibrant and reflects current best practices. With the exception of the dated National Gender Policy, other guiding sectoral policies are current or have been recently reviewed. Regulatory mandates of key enforcement agencies such as the Ministries of Environment or iTaukei Affairs, are well articulated with appropriate resources and capacity assigned to execute the relevant functions.

The project implementation agency will be the Ministry of Agriculture and Waterways. The Ministry of Environment and Climate Change and Ministry of iTaukei Affairs will be project partners. All three Ministries have organizational experience in managing or implementing development partner projects. However, the Ministries of Finance and Agriculture are the only agencies with relevant experience with implementing an IFAD project. Past experience has shown the importance of engaging these regulatory agencies at the beginning of the project cycle to ensure a smooth process of compliance, monitoring and reporting.

Procedure for ESC Screening and Management for sub-projects

The ESCMP outlines the social, environmental, and climate impacts screened using SECAP risk screening checklists. For the implementation of sub-projects, the project may need to further screen the potential risk and impacts of the proposed sub-projects in a given specific locality. A standard risk screening checklist will be developed (refer to SECAP 2021 guidelines) for infrastructure, enterprise, and value chain related sub-projects and will be implemented in the key biodiversity areas. A brief sub-project specific ESCMP matrix will be developed following the section 6 template to address identified risks.

Environmental, Social and Climate Management Plan

Summary of impacts

Biodiversity conservation

According to the National Biodiversity Strategy and Action Plan 2020–2025, Fiji has forest cover over 58 percent of its 1.8 million hectares of land. The NBSAP quotes an estimated 85.3 percent of this forest cover as being natural (i.e. comprised of native and endemic species), with 2,641 plant species of which 35 percent are endemic to Fiji. Fiji is home to approximately 164 known vertebrate species (including amphibians, birds, bats and reptiles), with 28.7 percent of them being unique to the region. Additionally, there are around 5,024 insect species, with many yet to be classified.

In Vanua Levu, where the planned project will be focused, the extent of natural forest is uncertain. However available information sourced from the Vanua GIS system of the Ministry of Lands and Mineral Resources and Birdlife International suggests that the natural forest area of Vanua Levu is much less than 58 percent. The total coverage of the three main Key Biodiversity Areas (KBAs) on Vanua Levu is approximately 1131 km², which amounts to approximately 20 percent of the land area of Vanua Levu. These KBAs are the Wailevu/Dreketi Highlands KBA (721.9 km²), the Natewa/Tunuloa Peninsula KBA (176.6 km²), and Mount Navotuvotu KBA (232.2 km²). The boundaries of these areas are generally in alignment with Conservation Areas identified in Vanua GIS and it is assumed they represent the key natural forest areas of Vanua Levu (see Figure 1). Furthermore, it

is important to note that these KBAs are not wholly comprised of undisturbed natural forest and for the most part they are not protected. In particular, the large Wailevu/Dreketi Highlands KBA has large areas that have been logged or are being logged. The only protected area of note is the 120 ha Waisali Forest Amenity Reserve, most of which is a site of national significance.



Figure 1a: Conservation areas on Vanua Levu (Source: Vanua GIS)

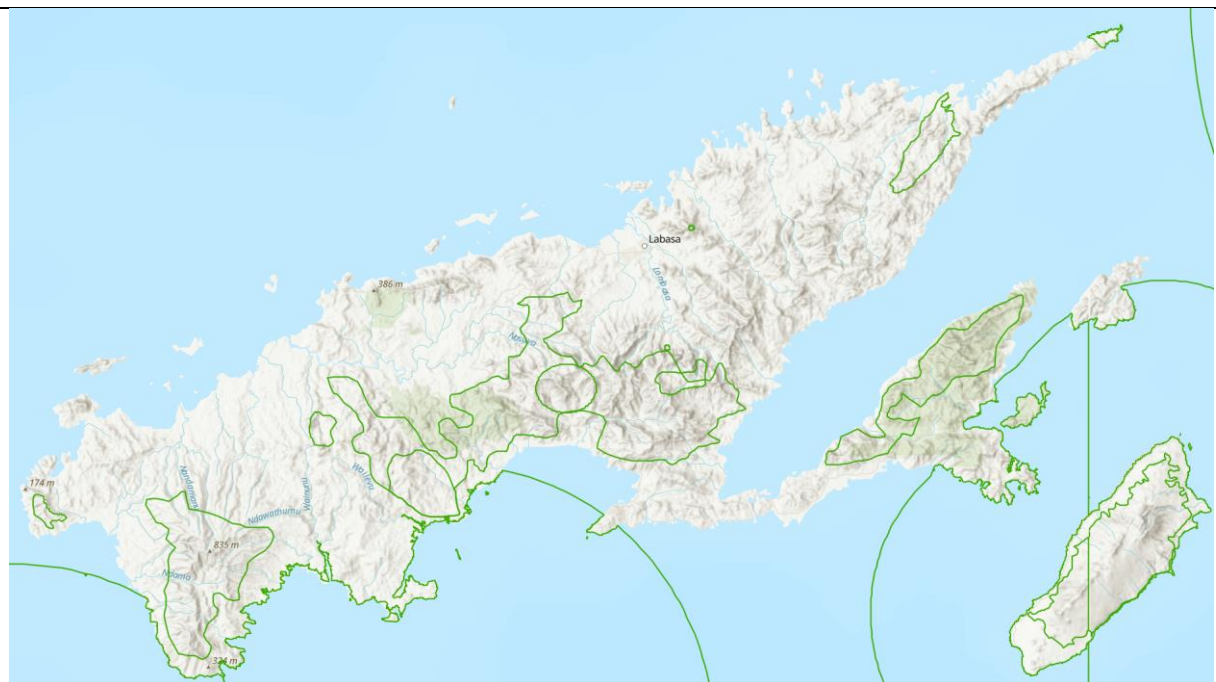


Figure 1b: Key Biodiversity Areas (KBAs) on Vanua Levu (source: <https://maps.birdlife.org/portal/apps/webappviewer/index.html?id=233c113bae164c47b72eaedef1074b20>)

The majority of the land in the KBAs identified above is native (iTaukei) land. The KBA of primary interest to the IFAD funded component of the project is the Wailevu/Dreketi Highlands, which extends across approximately half of Wailevu East District and the majority of Koroalau District. Much of the remaining land in these two districts is classified as 'non forest'. The non-forest land is made up of abandoned plantation trees (e.g. coconut, cocoa, other fruits) and numerous invasive plant species. Three of the other districts identified for the project (Navatu, Savusavu, and Naweni) have no identified natural forest areas, with land cover primarily classified in Vanua GIS as 'non-forest'. The sixth district identified for the project, Vaturova, has some conservation land according to Vanua GIS with the remainder covered by 'non-forest' and other classes. The IFAD interventions will not be inside the conservation or protected areas.

Invasive species, agriculture, and habitat loss are identified as the main threats to terrestrial biodiversity. Both invasive species and habitat loss are strongly linked to agricultural activity. Many invasive species are present in land where forest has previously been cleared (habitat loss) for agriculture and then subsequently abandoned. This is noted above with the large areas of 'non-forest' land in the project area.

While the high vulnerability of terrestrial biodiversity is the most critical biodiversity issue for the project to address, it is also important to note that nationally there are threats to freshwater and coastal systems as well. Primary threats to freshwater ecosystems have arisen from poor land use practices due to logging, burning and mining, alteration of catchments, urban and industrial pollution, and invasion of exotic aquatic plant and animal species. Primary threats to coral reefs include pollution from watershed and marine sources, coastal developments, over-fishing, and over-harvesting of corals and marine fish for the aquarium trade.

A particular challenge for the project is the current high dependence on yaqona (kava) as an income source. Village farmers preferentially grow yaqona in remaining forested areas, where available, because of the shading and greater organic matter in the soil. This requires some degree of forest clearing to create a suitable growing site. Together with logging, the continued conversion of remaining forested land remains a significant threat to terrestrial biodiversity. The project will not be supporting current yaqona growing practices. Nor will it be supporting any practices that interfere with or damage freshwater and coastal ecosystems. Relevant input that has been made to the project design, to strengthen a shift away from yaqona growing in forested areas in particular, is summarised in Section 5.2.

Resource efficiency and pollution prevention

The principal impact on the environment and natural resources in Vanua Levu is from land degradation. This has arisen as a consequence of both traditional slash and burn agricultural practices and from forest clearing and land conversion arising from colonisation. Slash and burn subsistence agriculture was observed by early European colonisers. This type of land use continues to be practised, with forested areas cut and burned for yaqona production and burning of more degraded land areas often undertaken (although less so than in the past) for cultivation of other root crops (e.g. dalo (taro), cassava, sweet potato). The commercial cutting of forests began in the 19th century, for

example with the cutting of the sandalwood forests of south-western Vanua Levu, and continued with significant forest clearance in the 1950s. Two main consequences of forest clearing have been soil erosion and widespread invasion of exotic plant species. The impacts of soil erosion are significant leading to progressive degradation of the land, loss of soil carbon, loss of fertility, and decreased agricultural productivity. Downstream impacts include increased flooding resulting from sediment deposition in rivers and adverse impacts on coral reefs ecosystems from transported sediment. A consequence of decreased agricultural productivity is land abandonment, with resultant establishment of invasive plant species. As noted in the previous section this is the current status of much of the land in the project area. So long as such practices continue, the remaining natural forest areas will continue to be under threat.

The project aims to contribute to the reversal of these impacts through the promotion of climate-resilient and sustainable agricultural practices, including agroforestry and diversified cropping methods (see Section 5.2). Activities that involve increased use of chemical inputs will be discouraged, and the project will not engage in such practices. Additionally, the project aims to support the protection of marine ecosystems in a manner that provides sustainable livelihood opportunities.

Cultural heritage

Fiji boasts a rich cultural heritage, with villagers upholding their traditions, including local governance methods, for generations. Land governance and communal livelihood approaches are among the key traditional practices. Indigenous Peoples (iTaukei) will be actively engaged through consultations at the village and community levels to ensure respect for their culture and traditions and enhance livelihoods in line with their customs. Project pathways for socio-economic empowerment will leverage indigenous knowledge, including the traditional seasonal calendar for food security and climate adaptation, and iTaukei will own the decision of using or not tangible forms of cultural heritage, such as plant and marine-based handicraft, for commercial purposes. The project area does not include any tangible cultural heritage sites.

Indigenous peoples

The 2019-20 Household Income and Expenditure Survey (HIES) gives a population estimate of 864,132 for the whole of Fiji, of which 62 percent are identified as indigenous (iTaukei). Indo-Fijian people make up 34 percent of the population and other ethnicities constitute 4 percent.

Land owned by iTaukei makes up 87 percent of all land in Fiji, with the remainder made up of freehold and state land. The division of land occurred in the 19th century, with settler immigrants negotiating purchase of just over 149,000 hectares of the most valuable land, which was the first freehold land in Fiji. The iTaukei land can only be owned by iTaukei, as determined under the *iTaukei Land Act 1905*. The iTaukei Land Trust Board holds the rights to all iTaukei land, with consent of the board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners.

Most iTaukei people live in rural areas and experience low socio-economic status and limited opportunities. The latest HIES identifies the rural poor in the Northern Division of Fiji as lacking access to basic needs such as grid electricity and piped water. This situation was evident from the limited community visits undertaken during the project design mission.

Based on a visual assessment of the three main land ownership classes (iTaukei, freehold, state-owned) in the project area (using Vanua GIS), the majority of land is iTaukei land. The project will be focusing primarily on iTaukei land and associated communities, with a particular focus on the poor and marginalized, including women and youth.

Labour and working conditions

Gender disparity in labour force involvement and a substantial wage difference between genders are prevalent in Fiji. According to the ADB report on Women's Resilience in Fiji, rural women, on average, earn 25 percent less than rural men, highlighting the wage gap. Furthermore, there is a considerable wage gap of 44.5 percent between urban and rural areas.

At present agricultural productivity and efficiency are limited due to gender inequality. Women who head their households and farm in their own right have a very different experience of agriculture to women from households headed by men. The MoAW Policy for Gender in Agriculture recognizes the importance of achieving gender equality in agriculture as an important step for the sector towards achieving food security, sustaining livelihoods and supporting economic growth. Because it leverages both women and men's knowledge and hard work towards better results, achieving more gender equitable outcomes in agriculture also clearly increases the success of both agricultural productivity and climate and disaster resilience. By assessing the social status of both women and men and recognising the role of men in resolving gender inequality, importance can be placed on working together for social cohesion and the empowerment of women.

Key areas that perpetuate gender inequality include education and skill development training, access to finance and land ownership. Female farmers are substantially behind male farmers in terms of education. According to the Gender Analysis Report of the 2020 Agricultural Census figures show female farmers barely attend any trainings for technical agriculture education related to their primary or secondary occupation. All the key agriculture services reveal gender gaps, including finance where only 12.7 percent of borrowers are women. This number changes with the size of the farm, with a greater likelihood that the women are borrowers if the farm is smaller. This could suggest that more women are determining outcomes for smaller subsistence focused holdings rather than commercial agriculture. The limited reach of support for female-headed farm households may be a contributing factor to reduced access to market opportunities. Men have much greater access to machinery, and have ownership of bank accounts and mobile phones. Limited or no internet access limits women's access to agricultural services, price information, bank and training resources.

In accordance with government regulations on wages and opportunities, the project will explore options to create safe and respectable opportunities within value chains and enterprises for women, promoting equal pay for both men and women while task and workload are of same or similar level. A valuable approach for supporting gender equality in semi-subsistence farming families is the Family Farm Teams (FFT) approach, initially developed and trialed in Papua New Guinea and now being applied throughout the Pacific, including in Fiji through the Crop and Livestock Council. This program "focuses on building on the individual and family agricultural and cultural strengths to enable families to work in an equitable and effective way to develop their family farm."

Community health and safety

Sexual harassment in work settings is prevalent, as indicated by a 2016 study conducted by the Fiji Women's Rights Movement. It revealed that 20 percent of all women interviewed had encountered sexual harassment in the workplace. It was found that younger women and iTaukei women were most likely to be harassed (25 and 29 percent respectively), along with women in part-time roles (30 percent), and women in casual employment (43 percent).

Fiji, together with the whole Pacific Island region, has one of the highest rates of gender-based violence in the world, with up to 68 percent of Pacific Island women reporting physical or sexual violence by a partner in their lifetime. Within Fiji 52 percent of women aged 15-49 have experienced intimate partner violence. Workplace discrimination and harassment of women is common. Violent discipline against children aged 1-14 years is very high, with 80.5 percent documented as experiencing physical punishment and/or psychological aggression by their caregivers.

The project may operate in areas where gender-based violence has been reported. Collaboration with relevant stakeholders will be pursued to address and prevent gender-based violence, fostering a safe environment for the community, especially for women. The Family Farm Teams approach, discussed in the previous section, is considered a proven household methodology, to foster mindset and behavioural change towards equitable economic benefit sharing within the household, address potential conflicts that increased commercialisation may bring at household level, as well as address gender-based violence in families. It will therefore be implemented in all target communities. In addition, the project will provide support to the Cakaudrove Provincial Youth Council (CPYC), that has a mandate to support the seven thematic priorities in the Fiji National Youth Policy – including priority 3 on *'prevention and effective response to all forms of gender-based violence'* – within the districts of Cakaudrove. Therefore, the project will proactively focus on reducing gender-based violence and is expected to lead to positive changes in terms of community and family dynamics. No negative alterations of these dynamics are expected as a result of labour influx, land redistribution, or other factors.

The project is expected to have an overall positive impact on nutrition, through its support for the production of a number of crops that will offer the potential for both nutritional benefits for home consumption as well as strong market potential for income generation.

Physical and economic resettlement

The project will not result in any physical or economic displacement or need for resettlement

Financial intermediaries and direct investments

The project may engage with financial intermediaries, particularly to facilitate access to rural finance. The design mission interacted with various institutions for potential collaboration. The project, together with the support of IFAD, will further assess financial institutions' capacity and practice of environment and social safeguards during the early implementation phase and will ensure that the Environment and Social Management System (ESMS) is placed while engaging financial institutions.

Climate change

Fiji has a tropical climate with temperatures remaining fairly consistent throughout the year, ranging from approximately 23°C to 25°C during the dry season (May to October) and from 26°C to 27°C during the wet season (November to April). Rainfall patterns exhibit greater seasonal variation, with an average rainfall of about 250 to 400 millimetres (mm)

per month during the wet season and 80 to 150 mm per month during the dry season. Tropical cyclones are a prominent aspect of the country's climate. There are strong orographic effects on rainfall on the two main islands of Viti Levu and Vanua Levu, with the northwest of both islands experiencing drier than average conditions and being more drought prone.

Since the pre-industrial baseline (1850-1900) temperatures in Fiji increased by about 0.7°C up until around 2010. Over the same timeframe global temperatures increased by 1.1°C over the earth's combined land and ocean area, and by around 1.6°C over the earth's land area. From 2011 to 2020 a further increase of 0.7°C has been recorded in Fiji. There are no clear trends identified from analysis of historical rainfall data due in part to the high climate variability in Fiji.

Updated climate change scenarios for Fiji and other Pacific Island countries were published in 2021 by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Secretariat of the Pacific Regional Environment Program (SPREP). The updated scenarios show similar temperature increases to 2030 regardless of the greenhouse gas emissions scenario. Scenarios for the 2040-2059 period show temperature increases as low as 0.5°C under a low emissions scenario and as high as 1.6°C under a high emissions scenario. Future rainfall conditions will be strongly influenced by how the South Pacific Convergence Zone (SPCZ) is affected by climate change over time. Given this uncertainty, the updated report for Fiji provides different storylines which cover both warmer and drier and warmer and wetter conditions under low and high emissions scenarios (see Table 1). In all cases it is expected that there will be an increased frequency of extreme rainfall events together with more heatwaves.

Table 1: Different 'storylines' for 2040-2059 relative to 1986-2005, based on two different scenarios for positioning of the SPCZ and two different emissions scenarios (Source: CSIRO and SPREP, 2021)

	Scenario 1 SPCZ moves north	Scenario 2 SPCZ moves south
Low emissions (RCP2.6)	<i>Warmer & drier</i> • Annual temperature: +0.5°C • Annual rainfall: -10% • More heatwaves • Less humidity • More solar radiation • Heavier rainfall events • Greater tropical cyclone impacts • Sea level rise: 17-30 cm	<i>Much warmer & wetter</i> • Annual temperature: +1.1°C • Annual rainfall: +10% • More heatwaves • More humidity • Less solar radiation • Much heavier rainfall events • Greater tropical cyclone impacts • Sea level rise: 17-30 cm
High emissions (RCP8.5)	<i>Much warmer & drier</i> • Annual temperature: +0.9°C • Annual rainfall: -20% • More heatwaves • Less humidity • More solar radiation	<i>Hotter & wetter</i> • Annual temperature: +1.6°C • Annual rainfall: +10% • Many more heatwaves • More humidity • Less solar radiation

	• Heavier rainfall events • Greater tropical cyclone impacts • Sea level rise: 21-37 cm	• Much heavier rainfall events • Greater tropical cyclone impacts • Sea level rise: 21-37 cm

With regards to tropical cyclones, new evidence confirms that the number of tropical cyclones will likely decrease with climate change. However, tropical cyclones are likely to increase in intensity (increased windspeed) accompanied by increased rainfall rates (medium to high confidence for both) and increased coastal storm surges due to sea level rise (high confidence). Updated sea level projections by the IPCC are based on evidence of a greater contribution from the Antarctic ice sheet by the end of this century than previously identified.

There is no information provided on drought risk in the CSIRO and SPREP report. A drought analysis was included in the previous CSIRO climate change report for Fiji but concluded that there was low confidence in projections of drought frequency and duration due to low confidence with rainfall projections and no consensus about changes with the El Niño Southern Oscillation (ENSO). It is reasonable to assume, however, that with increased temperatures droughts will have the potential to be more severe when they occur. This is more likely to occur with northward movement of the SPCZ. Similarly, with the available evidence suggesting heavier rainfall events it is reasonable to assume that extreme rainfall and associated flooding could become more severe during La Niña events.

Fiji faces significant vulnerability to natural disasters and climate change. The country frequently experiences tropical cyclones, rising sea levels, floods, and landslides, making it one of the world's most vulnerable nations. These events incur substantial costs, estimated at over FJD 500 million (US\$ 220 million) annually, equivalent to 5 percent of Fiji's GDP according to the World Bank Climate Risk Profile for Fiji. Continued warming, sea level rise, and more frequent extreme weather events are expected to cause severe damage to infrastructure and negatively impact communities and livelihoods across Fiji.

The most significant climate change impacts in the project area will arise from extreme rainfall events, tropical cyclones, heat waves and sea level rise. Drought is not identified as a critical issue. Given the prevailing situation of land degradation, the current adaptive capacity of rural communities is considered to be relatively low, with the potential for the project to significantly enhance their resilience to climate change and other shocks.

Proposed mitigation and enhancement measures

Biodiversity conservation

It is not expected that the project will have a negative impact on biodiversity. In fact, a key component of the project is to protect biodiversity. However, a challenge is the lack of formal protection of the key biodiversity areas (KBAs) on Vanua Levu together with the fragmentation of natural forest areas, on-going logging in some cases, and on-going clearing for yaqona cultivation. Within this context, a critical gap in the project concept document, identified through SECAP input to the project design mission, was the lack of any community level planning as a bridge between the proposed economic activities and the integrated island plan. Subsequent to SECAP input the project design has now incorporated a new sub-component under Component 2 (see Section 2.1) which is focused on the development of *Community climate resilience and ecosystem management plans* (referred to as "Vanua Plans"). These plans will assist communities in fostering climate resilient and sustainable land use through a "Ridge to Reef" approach, which promotes

forest protection, climate-smart agriculture, and marine-based resource protection and utilization.

Indigenous peoples

As noted in Section 5.1 iTaukei make up 62 percent of Fiji's population, with 87 percent of the land area classified as iTaukei land. Within the project area, 65 iTaukei villages have been identified together with 13 independent settlements. The expectation is that at least 75 percent of project beneficiaries will be iTaukei.

One of the Lead Implementing Partners for the project, Partners in Community Development Fiji (PCDF), has extensive experience working with iTaukei communities. They will follow a carefully considered and coordinated approach to community engagement, which will be respectful of community leadership and organisation. They will be closely involved with the development of Vanua Plans and, together with the selected environmental NGO, will ensure that the development of these plans is done in a way that balances traditional understanding and knowledge of the environment with a contemporary focus on addressing the needs to build environmental, social and economic resilience.

The project will systematically conduct and document Free, Prior, and Informed Consent (FPIC), following projects' FPIC implementation plan.

Community Health, Safety, and Security

The social risk screening identified a moderate risk of gender disparities in the workforce and a moderate risk of gender-based violence occurring. As with all Pacific Islands countries the respective roles of men and women have evolved from those carried in traditional village life, particularly as a result of increased reliance on the cash economy. This situation is dynamic, particularly with the seasonal labour schemes in Australia and New Zealand which are increasingly attracting young people from rural communities.

The project design mission adopted a proactive approach to addressing both gender disparities in the work force and gender-based violence, by incorporating the Family Farm Teams (FFT) approach into the project design. This approach will be integral to the uptake of climate resilient and sustainable production activities within the context of community facilitated Vanua Plans. Developed by the University of Canberra, through an ACIAR funded project in Papua New Guinea, the FFT approach has been adapted for use in Fiji and put into practice through the Fiji Crop and Livestock Council. According to the FFT manual the programme focuses on working with household members, beginning with one female and one male family head, to plan their future agricultural activities. The program is designed to support families to learn, plan and make decisions together. Its success is in helping clarify roles and responsibilities for the benefit of the whole family unit, and working to remove areas of stress and potential gender-based violence.

The FFT approach will be further modified for the project, to incorporate learnings relating to biodiversity protection, ecosystem resources, and rehabilitation of degraded land.

Climate change

Climate change is potentially one of the greatest risks to the project, whether through a severe tropical cyclone or an extended El Niño or La Niña event, or more likely a

combination of different climatic conditions and events over the project timeframe. Climate change is already an underlying influence on the seasonal climate and climatic extremes being experienced in Fiji. However, as shown in Table 1 there continues to be uncertainty in terms of what the future climate might look like. Amidst the uncertainty, certainties are that temperatures will continue to increase, heatwaves will occur more frequently, there will be heavier rainfall events, tropical cyclones will be less frequent but more severe, and sea level will continue to rise. Of critical importance, there won't be simple identifiable impacts. There will be a multitude of impacts that arise at different times depending on prevailing climatic conditions.

Adaptation therefore requires an integrated approach with a focus on building long-term resilience. Such an approach has been articulated as a result of a Pacific Agriculture Mapping Exercise funded by the New Zealand Ministry of Foreign Affairs and Trade, which reviewed agriculture projects throughout the Pacific. As a result of this review identified thematic areas were combined with the FAO climate-smart agriculture categories to produce a circular climate resilient food system diagram (Figure 1). The relevant categories from this diagram are presented in table form (Table 1) together with relevant aligned practices identified from the BE-GREEN project. This is a valuable exercise as it identifies the extent to which the project is adopting an integrated approach, rather than a piecemeal or fragmented approach, to building climate resilience with participating communities. The qualitative evidence presented here demonstrates a strong climate resilience focus of the planned project.

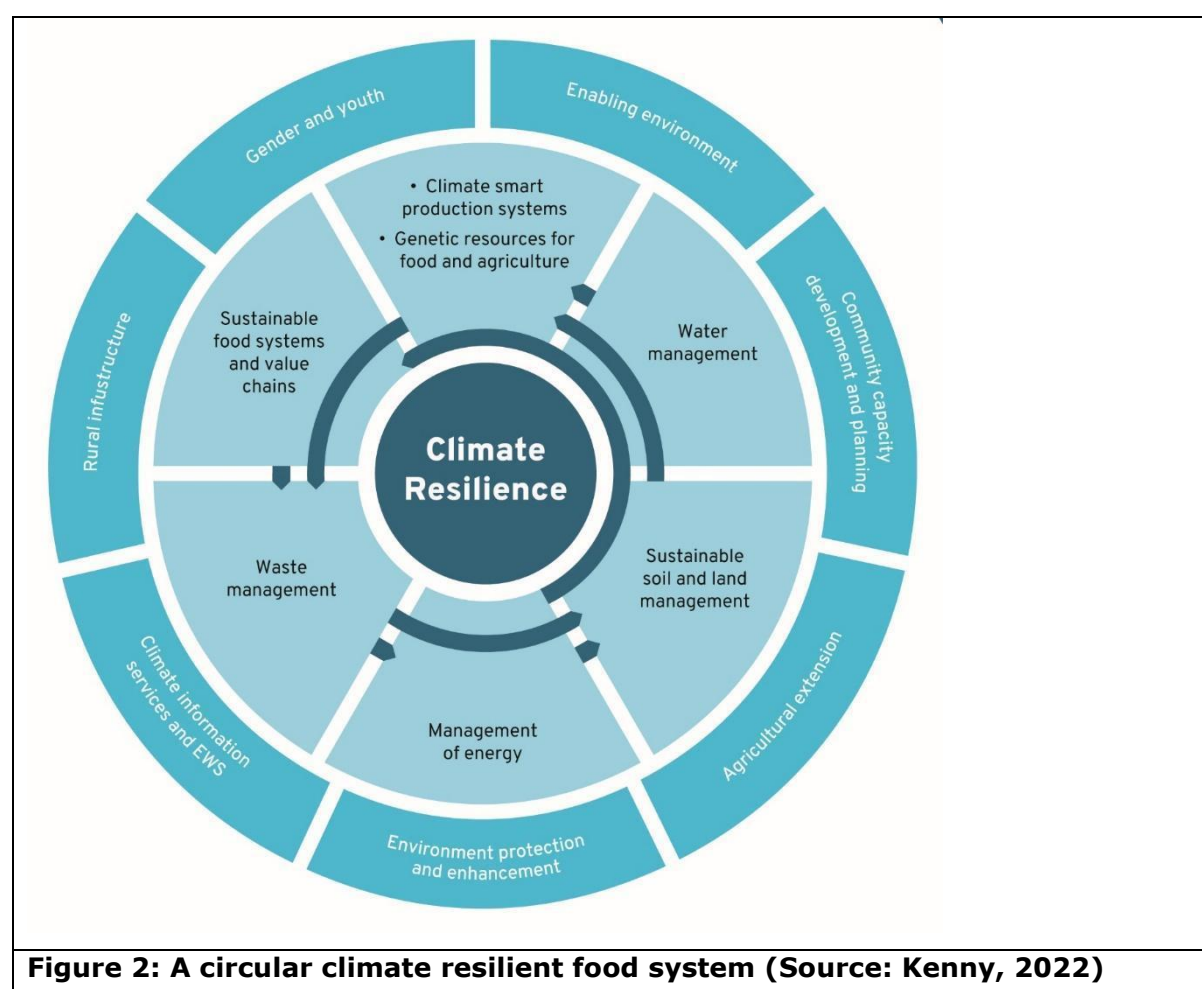


Figure 2: A circular climate resilient food system (Source: Kenny, 2022)

Table 2: Alignment of relevant practices from Figure 2 with project adaptation practices

Relevant categories from Figure 2	BE-GREEN project adaptation practices
Climate smart agriculture categories	
Sustainable soil and land management	Mucuna will be used as a cover crop in the establishment phase of agroforestry systems and as an intercrop with root crop production Annual soil testing (including soil carbon) will be undertaken for the duration of the project at selected sites Use of compost and other organic inputs will be supported and encouraged
Water management	Improved water management
Climate smart production systems	Cocoa (and other crops) agroforestry systems and sustainable root crop systems will be strongly encouraged and supported Intercropping Integrated weed management Integrated pest management Other land and marine-based production systems will be supported as part of an integrated approach drawing from community owned Vanua Plans
Genetic resources for food and agriculture	Where feasible old cocoa plantings may be rehabilitated as an integral part of agroforestry systems. New cocoa plantings will include those sourced from local varieties, selected for disease resistance and quality Climate resilient crop varieties, sourced from the regional gene bank hosted by SPC and being trialed by MoAW, will be used
Sustainable food systems and value chains	On farm processing and storage of household food crops On farm processing of cash crops
Waste management	Communities will receive training and support for compost making
Wider considerations	
Gender and youth	The project has a targeting strategy for women and youth, ensuring targeted activities aiming at empowering both groups. The Family Farm Teams approach will be applied at the household level to address specifically issues related to gender disparities and gender-based violence.
Enabling environment	The project will provide support for policy development and other support for participating government institutions. This will include promotion of climate-smart practices

Relevant categories from Figure 2	BE-GREEN project adaptation practices
Community capacity development and planning	Community owned Vanua Plans will be developed for all participating communities, with a core focus on climate resilient development
Agricultural extension	Farmer to farmer training will be provided through a number of different service providers
Environmental protection and enhancement	The Vanua Plans will have a strong focus on both terrestrial and marine biodiversity protection, together with rehabilitation of degraded land
Climate information services and EWS	
Rural infrastructure	

Monitoring

The following monitoring protocols are recommended for the project:

Inclusion of ESCMP Indicators in M&E Framework: Key indicators from the ESCMP will be integrated into the project's Monitoring and Evaluation framework. These indicators serve as benchmarks to measure and track the project's progress in addressing environmental, social, and climate-related goals.

Periodic Data Collection and Reporting: The ESCMP matrix attached to the report outlines specific indicators and targets. The project will undertake periodic data collection aligned with these indicators and report on the progress made in achieving these targets. This ensures ongoing monitoring and reporting on environmental, social, and climate-related parameters.

Integration of ESCMP Indicators in Regular Studies: The ESCMP indicators will be incorporated into the project's regular studies where relevant. This integration ensures that environmental, social, and climate-related aspects are consistently monitored and evaluated as part of routine project assessments and studies.

Possibility of Dedicated Studies for Effectiveness Assessment: While the project design indicates that the impacts are not severe due to embedded mitigation and adaptation measures, there might be instances during implementation where dedicated studies are necessary. These studies would aim to assess the effectiveness of specific adaptation and mitigation measures recommended in the ESCMP and make any necessary updates based on the findings.

Adaptive Management Approach: The project's readiness to conduct dedicated studies signifies an adaptive management approach. If needed, these studies will help in re-evaluating, refining, or enhancing the effectiveness of the implemented measures, ensuring that the project remains responsive to evolving environmental and climate dynamics.

In summary, the integration of ESCMP indicators into the project's M&E framework, coupled with periodic data collection, integration of ESCMP Indicators in regular studies, and the possibility of dedicated studies when necessary, ensures a comprehensive approach to monitor, evaluate, and adapt the project's strategies for environmental, social, and climate management throughout its implementation.

Roles and responsibilities

The successful execution of the project, with recommended enhancements incorporated, will be led by the Project Management Unit (PMU). Throughout the implementation phase, the project will regularly update the ESCMPs (including any sub-project ESCMPs as outlined in section 4) to align with on-the-ground situations. As necessary, these updates will be shared with IFAD for review and input. Within the PMU the Project Director will be supported by two Technical Managers (one each for the IFAD and GEF-funded components of the project) with technical specialists providing additional support, including an Environment and Climate Change specialist based in the Suva office of the Ministry of Environment and Climate Change. A full-time Gender and Social Inclusion Specialist, with specific ToR related to youth and Indigenous Peoples, will be hired over the whole project duration to join the Project Management Unit (PMU).

On the ground the Lead Implementing Partners (LIP), potentially Partners in Community Development Fiji (PCDF) and a second NGO will be responsible for the implementation of project activities. Of particular importance in the context of the ESCMP are the Vanua Plans, the Family Farm Teams (FFT) approach, and the agroforestry and sustainable root crop systems. The development and implementation of the Vanua Plans, supported by the FFT approach, is particularly important as these will provide a critical foundation and guidance for all relevant project activities that are implemented with communities. The LIPs will therefore have a very important role in ensuring that all other service providers are aligned with these key project enhancements.

Capacity Building

To support the identified key roles and responsibilities two key areas for capacity building relate to the development of the Vanua Plans and their implementation supported by the FFT approach.

The necessary capacity building for development of the Vanua Plans has been documented under sub-component 2.1 in the PIM. An environmental NGO, to be contracted to support PCDF in the development of the Vanua Plans, will need to be familiarised with background data and information to be used in facilitation of the Vanua Plan development process with communities. This will require input from staff (through MoUs) from the Geospatial Information Management Division of the Ministry of Lands and Mineral Resources together with staff from the Land Resources Planning and Development Division of MoAW. Additional information resources will be required relating to land degradation (deforestation; impacts of burning; impacts of invasive plant species; soil carbon loss and loss of other soil nutrients), environmental services, together with information on agroforestry systems and sustainable root crop systems. A training of trainers approach will be required to ensure that community facilitators are familiar with all of this material and have a clear understanding of the requirements for development of the Vanua Plans. Similarly, modification of the FFT manual will be required to incorporate relevant material relating to the Vanua Plans, and a training of trainers approach will also be required to ensure that community facilitators are fully aligned with the FFT approach.

Additional training sessions with other all other service providers will also be required to ensure that they are aware of and aligned with the Vanua Plans and FFT approach

Costs and budgetary considerations

Strong SECAP input to the project design phase has ensured a comprehensive identification of measures relevant to the SECAP and ESCMP. These measures have been integrated into relevant components and subcomponents of the project and the respective budget allocations have been integrated into the financial planning of the project activities.

By aligning the identified measures within the project components, the project ensures a systematic and inclusive approach towards fulfilling SECAP and ESCMP requirements with a strong emphasis on an integrated approach to climate resilience. The project will update the budget and include additional activities during the implementation as required.

ESCMP Matrix

THE ESCMP is summarised in the matrix below.

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Environmental							
On-going impacts on terrestrial and aquatic biodiversity from production systems and land use practices that are contributing to land degradation	Development of community-owned Vanua Plans Support for agroforestry systems and sustainable root crop systems Protection of natural forest areas and establishment of marine protected areas Training and capacity building with communities in support of all of the above	One of the Lead Implementing Partners (PCDF) will invest a significant amount of time on community engagement with participating communities during the first year of the project	PMU with the support from MoECC and implementing partners	65 village Vanua Plans completed Number of communities adopting agroforestry and sustainable root crop systems Number of forest protected areas and marine protected areas established by communities Number of training	Community Vanua Plans Project M&E Annual Progress Reports	Annual	Included in the project budget

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
				and capacity building events completed			
Artisanal fresh water fish farming and marine fishing	Awareness and Capacity building for government staff and communities on freshwater fishing Regulation on fish species allowing only government recommended varieties with priority for Indigenous fish Regulation of fish feeding and use of chemical inputs Proper waste management Capacity building for community on sustainable management and harvesting from marine environments to be provided	The community engagement process, including development of the Vanua Plans and FFT approach, will guide and support communities who sustainably manage marine areas Relevant capacity building on sustainable management and harvesting will be provided	PMU with the support from MoECC and implementing partners	Number of communities who have received capacity building Number of government staff who received capacity building	Project M&E, training records	Annual	Included in the project budget
Social							

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
Cultural heritage	Upholding and enhancement of traditional knowledge and practices	The community engagement process will guide communities to draw on their traditional knowledge in the development of Vanua Plans and will support communities in their decision-making regarding the potential use of traditional knowledge and practices within a commercial context	PMU with the support from MoECC, MoAW, MiTA and implementing partners.	65 village Vanua Plans completed Number of communities that choose to incorporate traditional knowledge and practices as part of their commercial and natural resources management activities	Community Vanua Plans Project M&E	Annual	Included in the project budget (village planning process)
Commercial development of iTaukei Land	iTaukei communities will be the principal beneficiaries of the project and will be fully engaged in the commercial development of their iTaukei land	The community engagement process will empower communities in planning and decision making with respect to the commercial development of their land	PMU with the support from MoECC, MoAW, MiTA and implementing partners	65 village Vanua Plans completed Number of agroforestry and sustainable root crop	Community Vanua Plans Project M&E	Annual	Included in the project budget (Vanua plans; Integrated Village Development Plans)

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
				systems established Number of different production models supported and established			
Gender disparities in the work force	The FFT programme will be implemented with households with the aim of strengthening the roles of all household members for the benefit of all	Training of trainers will be required, with support from the Fiji Crop and Livestock Council who have people trained in the FFT programme Communities will be informed of the FFT programme and households will be identified to participate	PMU with the support from MoECC, MoAW, MiTA and implementing partners	Number of households participating in the FFT programme	Project M&E	Annual	Included in the project budget (FFT approach, PMU GESI staff cost)
Gender-based violence	The project has been designed to adopt a proactive approach to	Training of trainers will be required, with	PMU with the support from MoECC, MoAW,	Number of households participating	Project M&E	Annual	Included in the

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
	addressing gender-based violence through both the FFT programme and through support for the work of the Cakaudrove Provincial Youth Council	support from the Fiji Crop and Livestock Council who have people trained in the FFT programme Communities will be informed of the FFT programme and households will be identified to participate	MiTA and implementing partners	g in the FFT programme			project budget
Climate Change							
Multiple impacts from climate change and associated climatic extremes	The project has been designed to adopt an integrated approach to building climate resilience in the project area A module on climate change and climate resilience will be included in the Vanua planning process	Communities will be fully engaged in ensuring that climate resilience is integral to their Vanua Plans and their implementation	PMU with the support from MoECC, MoAW, MiTA and implementing partners	65 village Vanua Plans completed integrating climate resilience Number of communities adopting agroforestry and sustainable	Project M&E	Annual	Included in the project budget

ESCMP Matrix							
Environmental, Social and Climate impacts	Recommended mitigation/enhancement measures	Public consultation activities	Institution responsible for implementation	Key performance indicator	Means of verification	Verification frequency	Estimated cost
	Vanua Plan development will be facilitated to ensure that the plans are contributing to climate resilience Commercial agriculture activities, particularly including agroforestry and sustainable root crop systems, will be aligned with the Vanua Plans			root crop systems Number of forest protected areas and marine protected areas established by communities			

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Free Prior and Informed Consent or FPIC implementation plan

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Fiji Blue Economy and Green Village Development Project
(BE GREEN) Fiji , APR

27 December, 2024

Table of Contents

A. Executive summary	3
B. Indigenous Peoples	4
(i) Identification of vulnerable groups	4
(ii) Lands and territories and connections/relationship with those resources, lands and territories.....	5
C. Summary of substantive rights and legal framework	5
D. Participation, consultation and FPIC processes	9
(i) Actions taken to achieve meaningful consultation during the design phase	9
(ii) Major findings emerged during village consultations.....	9
(iii) Seeking FPIC during implementation phase	10
(iv) Activities foreseen according to components and associated FPIC process.....	11
Component 1 – Holistic Island Management	12
Component 2 – Sustainable and Market-Oriented Production from Resilient Systems.....	12
Component 3 – Inclusive Access to Markets and Finance	13
Component 4 – Enabling Policy and Institutional Environment	14
(v) Timeline for implementation.....	14
E. Capacity support.....	15
F. Grievance redress procedures	15
G. Implementation arrangements, responsibilities and mechanisms for seeking FPIC	15
H. Budget and financing.....	16

A. Executive summary

The 2019-20 Household Income and Expenditure Survey (HIES) gives a population estimate of 864,132 for the whole of Fiji, of which 62 percent are identified as indigenous (iTaukei). iTaukei customary cultural, economic, social and political institutions are the mainstream culture of Fijian society. The remaining population in Fiji are comprised of Indo-Fijians, whose ancestors migrated to the Fijian Islands in the late 19th and early 20th centuries. The remaining 5 percent consist of other minority communities, including people from various Pacific Island countries, Australia, New Zealand, the People's Republic of China, and Europe.

In the project area, based on the 2017 Population Census it is estimated that this percentage raises up to 75%, therefore, the project will target at least 75% iTaukei in proportion to the overall population. iTaukei people living in the project areas, especially women and youth, experience low socio-economic status and limited opportunities. The targeting of iTaukei will follow the same targeting criteria of the project, selecting farming households belonging to the subsistence and semi commercial farmers' categories, and giving priority to women-headed households and youth-headed households. Direct targeting of indigenous women and youth will follow the Gender and Social Inclusion Strategy to be developed during implementation.

iTaukei will be fully engaged in project implementation through their traditional governance structure. The mataqali (clan/landowning unit) structure will be the entry point for consultation process around Vanua plans, which – as is already common practice with the existing Integrated Village Development Plans - will be endorsed by the village chief. This will ensure that project pathways for socio-economic empowerment will leverage indigenous knowledge and that consent exists on any development activity conducted on iTaukei land.

During the project implementation phase the consent will be documented following the existing process for consultation and review of Integrated Village Development Plans by the iTaukei governance structure, which ensures both the engagement of iTaukei ministerial authorities and that all members of the iTaukei communities are consulted through their representatives. This process will be considered satisfactory as FPIC for the purpose of BE GREEN. It will also be the main mechanism through which traditional practices and social and cultural values of the iTaukei will be incorporated in the project.

Component 2 - aiming to enable communities to shift from land degradation and economic decline to achieve ecosystem restoration and sustainable, climate-resilient land and marine-based production systems - integrates resource mapping, participatory planning, and both traditional and science knowledge. This component will also empower communities to enforce their plans, providing them with skills and organization to do so. Component 2 will be the overall mechanism to hold iterative consultations and seek free, prior and informed consent. It will do so by enhancing participatory and planning approaches that are in line with iTaukei practices and that value indigenous governance and heritage. Costs for these consultations are fully covered under Component 2 budget, and human resources with experience and skills to engage with iTaukei will facilitate the process.

For this reason, while the project provides this detailed Free, prior and informed consent (FPIC) implementation plan, it is important to note that consultation process is a central element of project implementation and it is fully mainstreamed in the PDR and the Project Implementation Manual. The Project will conduct stakeholder engagement with disadvantaged or vulnerable individuals and groups across the Fijian population, including across diverse ethnic groups. Awareness raising and stakeholder engagement will be

adapted to account for such groups or individuals' particular sensitivities, concerns and cultural sensitivities.

Through consultation/planning process each iTaukei community will generate a vanua Plan, which will include the activities agreed based on the priorities and aspirations of the community. These plans will be considered as village-level Indigenous Peoples Plans for SECAP purpose in the context of this project.

B. Indigenous Peoples

(i) Identification of vulnerable groups

The 2019-20 Household Income and Expenditure Survey (HIES) gives a population estimate of 864,132 for the whole of Fiji, of which 62 percent are identified as indigenous (iTaukei). Indo-Fijian people make up 34 percent of the population and others 4 percent.

Indigenous Fijians are believed to have arrived in Fiji from western Melanesia approximately 3,500 years ago, though the exact origins of the Fijian people are unknown. Later they would move onward to other surrounding islands, including Rotuma, as well as blending with other (Polynesian) settlers on Tonga and Samoa. They are indigenous to all parts of Fiji except the island of Rotuma.

Traditionally, each Fijian villager is born into a certain role in the family unit or Tokatoka. Various heads of the family administer and lead the family unit within the village community. Each village will have several family units / Tokatoka which are part of one clan or Mataqali. Several Mataqali will make up the larger tribe or Yavusa. Several Yavusa will belong to a certain land mass and comprise thereby the Vanua. The concept of Vanua refers to the physical environment which the members have since claimed to belong to them and to which they also belong. Vanua is the largest collective group of people associated with a particular territory or area of land. The land is the physical or geographical entity of the people, upon which their survival as a group depends. Land is thus an extension of the self. Likewise the people are an extension of the land. The Vanua is headed by a Turaga i taukei. Within the Mataqali making up one Yavusa one Mataqali will be predominant and head that Yavusa as a whole. Similarly, one Tokatoka will head that Mataqali and one member of that Tokatoka will be Senior Chieftain / Turaga i Taukei of that Vanua.

In the project area, based on the 2017 Population Census it is estimated that this percentage raises up to 75%, therefore, the project will target at least 75% iTaukei in proportion to the overall population. iTaukei people living in the project areas, especially women and youth, experience low socio-economic status and limited opportunities. The targeting of iTaukei will follow the targeting criteria of the project, selecting farming households belonging to the subsistence and semi commercial farmers' categories, and giving priority to women-headed households and youth-headed households. Direct targeting of indigenous women and youth will follow the Gender and Social Inclusion Strategy

iTaukei will be actively engaged through consultations at the village and community levels, following their traditional governance structure and relying on their land allocation system as per the iTaukei Land Act 1905.

(ii) Lands and territories and connections/relationship with those resources, lands and territories

Land in Fiji is governed by three complementary systems: (i) native land, (ii) freehold land, and (iii) crown land. Native land, owned by the iTaukei people, constitutes approximately 84% of the total land area, while freehold and crown (or government) land each account for around 8%. Native and crown land cannot be bought or sold, but both can be leased, typically for periods of up to 99 years. In contrast, freehold land can be freely bought and sold on the open market. The division of land occurred in the 19th century, with settler immigrants negotiating purchase of just over 149,000 hectares of the most valuable land. Native land is communally owned and managed by mataqali (clans). The iTaukei Land Trust Board holds the rights to all iTaukei land, with consent of the Board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners.

The iTaukei Land Trust Board (TLTB) is the statutory body responsible for administering, developing, and managing native land on behalf of its owners in accordance with the Native Land Trust Act. The TLTB ensures that sufficient land is reserved for traditional Fijian communities and leases out the remainder for agricultural, commercial, industrial, or other uses. The TLTB, rather than the landowners themselves, issues legally binding leases or agreements for such purposes.

Farmers using native land are either tenants or landowners cultivating with the permission of their respective mataqali. Some landowners may formalize their status by leasing the land, becoming tenants. Tenant farmers may include iTaukei from other islands or regions of Viti Levu, as well as Indo-Fijians.

The Agricultural Landlord and Tenant Act (Cap. 270) (ALTA) is an important part of the machinery governing the lease of native lands for agricultural purposes. It applies not only to native lands, but, with minor exceptions, to all agricultural land in Fiji. The Act established transitional measures for giving security of tenure to persons in occupation of agricultural land and created statutory terms of either ten or thirty years, with a right to one further extension of twenty years. It also provides ongoing rules about the form of agricultural leases, the terms and conditions to be implied in such leases by law, including provision for periodic rent reviews, and, on the termination of the lease, the payment of compensation by the landlord for the value of improvements made by the tenant with the landlord's consent. ALTA set up machinery for valuing land and improvements and regulating relations and determining disputes between landlords and tenants. It therefore offers essential protections to both parties.

Based on a visual assessment of the three main land ownership classes (iTaukei, freehold, state-owned) in the project area (using Vanua GIS), the majority of land is iTaukei land. The project will result in the utilization and/or commercial development of natural resources on iTaukei lands and associated communities, with a particular focus on the poor and marginalized, including women and youth. Considering the security of the iTaukei land tenure system and its governance through the mataqali (clan/landowning unit), and the consultation process established at village level for development plans, it is expected that benefits and opportunities for iTaukei will be maximised and negative consequences avoided. Overall, 75% of project beneficiaries will be iTaukei.

C. Summary of substantive rights and legal framework

The Fijian Constitution includes a progressive Bill of Rights that applies both vertically and horizontally, incorporating key features of core international human rights instruments.

Any limitations on these rights, aimed solely at recognizing the rights and freedoms of others and addressing national security, public order, public morality, or general welfare in a democratic society, align with international human rights law.

Fiji has ratified the following core human rights instruments:

- Convention on the Elimination of All Forms of Racial Discrimination (CERD)
- Convention on the Rights of the Child (CRC)
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT)
- Convention on the Rights of Persons with Disabilities (CRPD)
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)

On Indigenous Peoples:

- Fiji has ratified the C169 - Indigenous and Tribal Peoples Convention, 1989 (No. 169) on 03 Mar 1998, a landmark international treaty dedicated to the protection and promotion of Indigenous rights. This ratification underscores Fiji's recognition of the unique cultural identities, traditions, and land rights of its Indigenous communities. By adopting ILO 169, Fiji commits to aligning its policies and legislation with international standards, ensuring Indigenous Peoples' rights to self-determination, consultation, and participation in decisions affecting their lands, resources, and livelihoods. This move reflects the country's broader efforts to uphold human rights and foster inclusive development while preserving its rich cultural heritage.
- Fiji was abstained during the adoption of UN Declaration on the rights of Indigenous Peoples (UNDRIP) and in 2024, the UNDRIP has been proposed by the Ministry of iTaukei Affairs as part of its consultation¹.
- The iTaukei Affairs Act 1945 provides a legal framework for the good governance of the iTaukei people in Fiji. This includes the establishment and demarcation of roles of key institutions such as the Great Council of Chiefs, Provincial Councils, Tikina or District Councils and Village Councils. The requirement of prior consultation with the Ministry of iTaukei Affairs and the governing institutions are emphasised in relation to any development that affects the iTaukei community.

Other relevant national laws and policies:

Law/Policy	Highlights
Human Rights and Anti-Discrimination Commission Act 2009	Human rights are articulated and reference is made to those human rights embodied in the United Nations covenants and conventions which the Republic of Fiji has ratified, yet there are no specific references to concepts of equality and

¹ <https://www.fijitimes.com.fj/ministry-to-table-paper-in-cabinet/>

	discrimination. This Act establishes the Human Rights and Anti-Discrimination Commission in Fiji to promote and protect human rights. It empowers the Commission to investigate human rights violations, advocate for policy reforms, provide education on human rights, and ensure compliance with international human rights obligations. The Act covers a broad spectrum of rights, including civil, political, economic, social, and cultural rights, and emphasizes combating all forms of discrimination.
Fiji National Gender Policy 2014	This policy discusses the need to promote and respect women's rights and makes particular reference to gender-based violence. The concepts of equality and discrimination are reference. This policy aims to promote gender equality across all sectors of development in Fiji. It focuses on integrating gender perspectives into national planning and policies to address systemic inequalities between men and women. Priority areas include equal access to education, healthcare, employment, and leadership roles, as well as combating gender-based violence.
National Disaster Risk Reduction Policy 2018–2030 (NDRRP)	This policy aligns with international frameworks like the Sendai Framework for Disaster Risk Reduction. It emphasizes reducing vulnerabilities to disasters through sustainable development and resilience-building initiatives. The policy incorporates strategies for risk assessment, climate adaptation, and the integration of disaster risk reduction into broader national development plans.
Planned Relocation Guidelines: A Framework to Undertake Climate Change Related Relocation 2018	These guidelines provide a structured approach for relocating communities affected by climate change in Fiji. They emphasize community participation, respect for human rights, and ensuring access to livelihoods, education, and health services post-relocation. The framework addresses pre-relocation, relocation, and post-relocation phases to ensure sustainable and dignified outcomes.

Climate Change Act 2021	This landmark legislation provides a legal framework for addressing climate change mitigation and adaptation in Fiji. It includes commitments to reducing greenhouse gas emissions, promoting renewable energy, and safeguarding vulnerable communities. The Act formalizes Fiji's obligations under international agreements like the Paris Agreement and establishes mechanisms for climate finance, carbon trading, and resilience-building.
National Climate Change Policy 2018–2030 (NCCP)	This policy outlines Fiji's priorities for addressing climate change and achieving sustainable development. Key areas include resilience building, low-carbon development, community-based adaptation, and promoting sustainable livelihoods. It integrates climate considerations into all national and sectoral development policies, emphasizing community and ecosystem resilience.

The following agencies have key responsibilities in relation to iTaukei:

The Ministry of iTaukei Affairs (MiTA) is responsible for the preservation of Fijian culture and the economic and social development of indigenous Fijian. It is tasked in formulating government policies and programs focused entirely on the indigenous population and provides a direct link between government, iTaukei institutions and its administration across the country. Through its institutes, it keeps official records relating to iTaukei land, fishing grounds, headshipchief titles, traditional knowledge and expressions of culture. The Ministry is also tasked to deal with disputes over land, fishing grounds, chiefly and traditional headship chief titles. It also has a role in solid waste management through the iTaukei Affairs Act 1944 whereby the Provincial Councils are given power to monitor solid waste management in villages. It houses the National Commission for UNESCO.

The iTaukei Land Trust Board (TLTB) is the statutory body responsible for administering, developing, and managing native land on behalf of its owners in accordance with the Native Land Trust Act (see above). It represents and negotiates on behalf of the mataqali land owners, signs agreements on their behalf and is responsible for securing the consent of mataqali members prior to making such agreements.

The Department of Lands is responsible for initial land valuations, identification of owners and leaseholders, negotiations with land owners, preparation of Sale and Purchase Agreements and sending to the TLTB for Board endorsement, approval of final land surveys on completion of project, and adjustment of land compensation required, preparation of land transfer, lease surrender, or freehold dedication documents, and registration of titles.

The National Trust of Fiji Islands was created in 1970 by the National Trust for Fiji Act and is devoted to conservation of public resources. It administers parks and various historical sites including the Waisali Forest Reserve.

The Ministry for Women, Children and Poverty Alleviation is responsible for overseeing the wellbeing of women, children and the disabled in Fiji. The Ministry provide services and programs that relates to the care and protection of women and children, promotion of gender equality and the reduction of poverty.

The Ministry of Employment, Productivity and Industrial Relations is responsible for promoting decent work opportunities, ensuring safe and healthy workplaces, enhancing productivity and encouraging good faith employment relations.

The Fiji Locally Managed Marine Area (FLMMA) network consists of members representing village communities, research institutes, and nonprofit organizations, convened to share information and ideas about conserving ocean life and engaging communities in decisions about resource management.

D. Participation, consultation and FPIC processes

(i) Actions taken to achieve meaningful consultation during the design phase

The key stakeholders engaged during project preparation include the Ministry of iTaukei Affairs, the iTaukei Affairs Board, the iTaukei Lands Trust Board (TLTB), the Soqosoqo Vakamarama I Taukei ni Cakaudrove, as well as the mataqalis and the concerned Turagas-de-Koros in the villages visited. As already noted, the majority of the population in the project area belongs to iTaukei people. See Annex II for the list of stakeholders consulted during design mission (21st October to 8th November 2024).

(ii) Major findings emerged during village consultations

Based on data and on discussions with stakeholders, women and youth in the project area experience low socio-economic status and limited opportunities. During village consultations it was noted that, while they are organised into youth and women's groups, youth groups are male-dominated while young women tend to integrate women's groups. Therefore, the project will engage with both youth and women's groups in all communities to ensure inclusion of young women. Women-headed households and youth-headed households will be specifically targeted.

One important aspect that emerged during consultations relates to traditional leadership engagement. As 90% of the land is owned and managed by traditional clans/landowning units (mataqali) who hold ultimate authority over land use decisions, their active engagement as major partners in land management planning is critical to achieving long-term success. Ensuring strong participation of both traditional authorities and varied community groups of interest is key to project success. To ensure sustained leadership support, it is important that the project engages early and consistently with local leadership in order to build their ownership.

(iii) Seeking FPIC during implementation phase

iTaukei will be fully engaged in project implementation through their traditional governance structure. The mataqali (clan/landowning unit) structure will be the entry point for consultation process around Vanua plans, which – as is already common practice with the existing Integrated Village Development Plans - will be endorsed by the village chief. This will ensure that project pathways for socio-economic empowerment will leverage indigenous knowledge and that consent exists on any development activity conducted on iTaukei land.

Since a process for consultation and review of Integrated Village Development Plans is already embedded in the iTaukei governance structure - ensuring both the engagement of iTaukei ministerial authorities and that all members of the iTaukei communities are consulted through their representatives, during the implementation phase the consent will be documented following the existing process and this will be considered satisfactory as FPIC for the purpose of the BE GREEN project.

FPIC in BE GREEN will be the main mechanism through which traditional practices and social and cultural values of the iTaukei will be incorporated in the project.

The project is a community-driven development initiative, with focus on the development and implementation of community plans, led by the communities themselves. This process is supported by an experienced service provider, Partners in Community Development (PCDF), which will assign a dedicated facilitator to each community. The plan preparation process involves sharing GIS-based information with the communities, creating a platform for discussions on current trends, potential impacts, and strategies for land improvement and socio-economic development. Emphasis is placed on fostering meaningful participation, particularly from vulnerable groups, youth, women's groups, and other key stakeholders engaged in community development. In iTaukei communities Vanua planning will also engage the Ministry of iTaukei representatives and the Turanikoro, who will endorse the plan following consultations with all community members with their consent documented.

The following are the main steps through which FPIC is planned:

- PCDF, in collaboration with the MiTA, will raise awareness of the communities in the project area about the project well in advance with respect to planned start-up of the activities (approx. 6 months). This will include an explanation of the project set up and organisational structure, roles and responsibilities and the communities' expected engagement for the project duration. Since similar type of engagement are not new to Fiji, it is expected a quick understanding of the process.
- In the 6 months between project introduction and start up of activities, each village has the time to get back with suggestions. During this period PCDF will facilitate the review of existing Integrated Village Development Plans (IVDP) to serve as a basis to integrate the project into it. While IVDPs are usually broad, the participatory consultation process will identify which are the specific activities that BE GREEN will support within it.
- The engagement of all segments of the community will be ensured through representativeness of all the different groups/committees existing within the community (i.e. youth, women, water users, church, etc. groups). One

representative for each group/committee is appointed to work on the plan and liaise with the respective group members to ensure their views are captured, before a restitution on the process is done to the entire community for additional inputs and feedback prior to its finalisation.

- Once the plan is finalised, it is endorsed and signed by the Turanikoro, the Provincial officer and the Provincial Administrator, as representatives of the entire community. See Annex I for sample.
- PCDF assists leadership and communities throughout the process, and, once the final plan is endorsed, support the community in the selection of a community facilitator (normally a youth community member). Each community facilitator reports to a district facilitator. The Touranikoro as community leader has a role to monitor them, and PCDF will ensure regular reporting to MiTA about progress on the implementation.
- Monitoring: During the implementation, regular community meetings involving community facilitators and other representatives from the project and local administration are held to collect feedback. Other feedback mechanisms rely on: (i) project reporting; (ii) participatory planning process for the preparation of AWPBs based on community consultations; (iii) M&E/KM system assessing participation of and outreach to different categories of farmers and vulnerable groups and providing all stakeholders with profiling of achievements and good practices; (iv) contract deliverables of service providers reflecting gender and inclusion targets and indicators. The project's Gender Equality and Social Inclusion Officer, along with community facilitators, will be responsible to seek active engagement and feedback of vulnerable groups throughout the process.

(iv) Activities foreseen according to components and associated FPIC process

Component	Sub-component	FPIC related activity

Component 1 – Holistic Island Management Component 1 aims to achieve holistic island management by aligning actors and resources and fostering collaboration across stakeholders.		Activities will focus on developing an Integrated Island Management Plan. Plan development will build upon the community planning methodology deployed in the six target districts under Component 2 (see below). Plan development will involve the collaboration of the Ministry of iTaukei Affairs, as well as local governments and mataqali.
Component 2 – Sustainable and Market-Oriented Production from Resilient Systems Component 2 aims to enable communities to shift from land degradation and economic decline to achieve ecosystem restoration and sustainable, climate-resilient land and marine-based production systems targeting available markets.	<i>Sub-component 2.1.1 - Community climate resilience and ecosystem management plans.</i>	In this component the participatory planning approach described above will be implemented with the support of PCDF and under the leadership of traditional authorities and MiTA. Indigenous knowledge will guide the planning approach and will be fully integrated in the plans.
	<i>Sub-component 2.1.2 - Climate-resilient and market responsive production, and primary processing.</i>	In this component community members in alignment with their plans, and building on participatory value chain analysis and on indigenous knowledge and practices, will select target commodities that leverage agro-ecological potential and market opportunities.

	<i>Sub-component 2.1.3 - Climate smart investments for production, eco-restoration and eco-tourism</i>	This sub-component will be implemented by a Grant Manager embedded in the Project Management Unit (PMU). It will provide small catalytic grants to communities, producers, youth and women's groups for initiatives in sustainable production, ecological restoration, and value addition. Grants will be allocated through calls for proposals, therefore will be demand-driven, in alignment with community plan priorities. Criteria of inclusivity and environmental sustainability will be applied to ensure marginalised groups are engaged and traditional knowledge on climate resilience and sustainable natural resources management is recognised and valued.
Component 3 – Inclusive Access to Markets and Finance Component 3 aims to enable rural enterprises that are based in or source from the target districts and already engaged in the market, to enhance their competitiveness and sustainability, through improved access to profitable markets, and to business development and financial services.	<i>Sub-component 3.1 – Business development services</i>	In this component the opportunity of value addition related to traditional knowledge and practices will be assessed for capturing premium prize.

Component 4 – Enabling Policy and Institutional Environment Component 4 aims to foster a policy and institutional framework for promoting and scaling up BE-GREEN's proposed model, aligning economic growth with ecosystem preservation and including youth and women in sustainable economic initiatives.	<i>Sub-component 4.1 – Innovative policies</i>	This sub-component will be fed through knowledge management activities identifying and promoting Indigenous Peoples' cultural heritage and knowledge as assets for coping with climate change and for promoting green growth.

(v) Timeline for implementation

Activity description	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6
Preparatory work to start activities in the communities, including: developing the methodology for the preparation of Vanua Plans, the adaptation of the Family Farm Teams approach						
Preparing the information packages; hiring and training PCDF staff						
Updating the Environmental, Social and Climate Management Plan (ESCMP) including the FPIC plan and developing the targeting and GESI strategy						
Mobilizing the community members						
Vanua planning process						
Obtaining consent from the community members/authorities						
Activities under Sub-component 2.2 in a given community will start following the approval of the Vanua Plan						
Phase in of activities (each community will have a total of four years of direct support before being phased out)						

E. Capacity support

Capacity-building of community members to fully access and benefit from project activities are embedded in the project. This includes efforts to ensure a smooth handover to local institutions, such as producers' organizations, community structures, MoAW, and the Cakaudrove Provincial Youth Council.

No specific capacity-building need related to FPIC has been identified, considering that the FPIC process is fully embedded in the community planning process and that both PCDF and local authorities are already skilled on the process.

F. Grievance redress procedures

BE-GREEN will establish a project-level Grievance Redress Mechanism (GRM) to address feedback and concerns from beneficiaries and stakeholders. Community facilitators will be oriented to share the grievance reporting process with the community. The GRM will adhere to established practices and provide multiple access points — including telephone, complaint boxes, a website, email, and postal addresses — ensuring that beneficiaries know whom to contact regarding their concerns.

A focal point will be appointed at the community level to facilitate grievance collection and resolution. Additionally, the district and PMU will have dedicated GRM focal points to support the process. Focal persons will acknowledge receipt of grievances, while ensuring the privacy of the individual or organization submitting the concern. If necessary, a grievance resolution committee will be formed to address issues, with decisions promptly communicated to the relevant parties.

Grievances can be raised at any level, including the community, district, PMU, or IFAD office. Detailed procedures are outlined in the Grievance Redress Mechanism annexed to the SECAP.

To promote awareness, posters displaying the contact details of the GRM focal points — including their photo and phone number — will be prominently placed at BE-GREEN's office and at project sites. Additionally, a complaint and suggestion box will be made available in every office. All complaints received by the implementing agency will be recorded and documented in progress reports, which will include the number and types of complaints received and the outcomes of their resolution.

IFAD. Where the community is unsatisfied with the response from the Project it shall have recourse to the IFAD's Accountability and complaint procedure by submitting a complaint to: SECAPcomplaints@ifad.org using the complaints Submission Form. Further information can be obtained by visiting: <https://www.ifad.org/en/accountability-and-complaints-procedures#:~:text=The%20comp>

Fijean Courts. Shall the community be unsatisfied with the response of IFAD, the community shall have recourse to the courts of Fiji.

G. Implementation arrangements, responsibilities and mechanisms for seeking FPIC

As illustrated above, FPIC will be embedded in the community planning process as consultation and consent are already a well-established practice in the iTaukei governance structure.

Community planning is the core of Sub-component 2.1, for which PCDF will lead the implementation. A recognized NGO, PCDF has extensive experience in community

development and is a long-term partner of IFAD in its engagement with Indigenous Peoples in the Pacific, including on organising and leading the process of regional consultations for the Indigenous Peoples' Forum at IFAD. PCDF will hire 78 community facilitators, covering all the target villages and settlements. A district facilitator will be selected among community facilitators to support the coordination of activities at district level. PCDF will be responsible for seeking FPIC as part of its direct collaboration with local authorities and MiTA representatives in Component 2.

Representatives of the Ministry of iTaukei Affairs will be included in the National Project Steering Committee. The Committee will guide project implementation, support coordination, ensure alignment with national priorities, and provide a venue for sharing good practices and addressing policy issues. The presence of the MiTA will ensure overseeing that FPIC is obtained and that traditional practices and social and cultural values of the iTaukei are incorporated in the project.

Monitoring of FPIC implementation will be responsibility of the PMU. Data will be collected against both qualitative and quantitative indicators and disaggregated by gender, youth and iTaukei. At community level, information will be collected by community facilitators, with support from PCDF and PIFON-affiliated service providers. District facilitators will be equipped with tablets to facilitate data upload onto the MIS.

During the implementation, regular community meetings involving community facilitators and other project stakeholders and local administration representatives will be held to collect feedback and update members on progress. Other feedback mechanisms will rely on: (i) project reporting and satisfaction assessment in impact surveys; (ii) participatory planning process for the preparation of AWPBs based on community consultations; (iii) M&E/KM system assessing participation of and outreach to different categories of farmers and vulnerable groups and providing all stakeholders with profiling of achievements and good practices; (iv) contract deliverables of service providers reflecting gender and inclusion targets and indicators.

H. Budget and financing

Since FPIC is an integral part of the project activities under Component 2, its costs are covered under the following lines (ref. Cost tab): (i) SC2.1: Community climate resilience and ecosystem management plans endorsed; (ii) A. A. Methodology for developing community climate resilience plans; (iii) B. B. Community facilitators; (iv) C. C. Community Planning.

Part of the staffing costs for PCDF project coordinator, GESI staff, Policy studies and development of knowledge products will also be counted against implementation of FPIC, including valuing and integrating indigenous knowledge.

ANNEX 1. FPIC – Documented consent sample

Example of Integrated Village Development Plan endorsement page annexed to the Plan

2. ENDORSEMENT

Community Representatives:

I. Position: Turaga ni Yavusa
Name: *YASIAKE.S. GAU*
Date: *14/04/23*
Signature: *[Signature]*

II. Position: Community Development Committee Chairman
Name: *AMINIMAI BOLA*
Date: *14/04/23*
Signature: *[Signature]*

III. Position: Village Headman
Name: *AMINIMAI BOLA*
Date: *13/04/2023*
Signature: *[Signature]*

Lomaiviti Provincial Office:
Position: *Senior Assistant Roko Tui*
Name: *Levi Napacalen*
Date: *5/05/2023*
Signature: *[Signature]*
Stamp: 

Provincial Administrator's Office or District Officer's Office:
Position: *DO Gau/Nairai/Betiki*
Name: *Iliseva Salabogi*
Date: *14/4/2023*
Signature: *[Signature]*
Stamp: 

Annex 2. List of stakeholder consulted

Name	Position	Organisation	Focal Area
Savusavu			
1. Ms. Perina Susu	Senior Agriculture Officer	Ministry of Agriculture, Savusavu	Agriculture development
2. Ms. Lenisa Vucago	Cooperative Officer	Ministry of Trade, Cooperatives & SME	Organising farmers, registration and operation of cooperatives
3. Wainigata Research Station		Ministry of Agriculture, Savusavu	Agriculture research
4. Nabua Rice Project		Nabua Village	Community rice project
5. Mr. Manoa Ibeco	Assistant Roko Tui - Naweni, Navatu, Koroalau, and Savusavu District	iTaukei Affairs Board	Itaukei development and governance issues
6. Mr. Kaminieli Kasami	Roko Tui Cakaudrove	iTaukei Affairs Board	Itaukei development and governance issues
7. Mr. Solomon Viubaya	Senior Assistant Roko Tui	iTaukei Affairs Board	Itaukei development and governance issues
8. Mr. Anare Drauna	Assistant Roko Tui, Wailevu District	iTaukei Affairs Board	Itaukei development and governance issues
9. Mr. Setareki Dakuiboca	Divisional Planning Officer, Northern	Ministry of Rural & Maritime Development	Provincial government, rural development
10. Mr. Kul Singh	Assistant District Officer, Savusavu	Ministry of Rural & Maritime Development	District government, rural development
11. Ms. Fayreen Bano	Cluster Leader	Fiji Flower Cluster Group	Floriculture agribusiness
12. Mr. Richard Markham	Owner	KokoMana	Cocoa, chocolate agribusiness
13. Vusaratu Agroforestry		Vusaratu Village	Community agroforestry
14. Mr. Lui Muavesi	Fisheries Officer - Savusavu	Ministry of Fisheries	Marine development
15. Mr. Jason Whippy	Youth Officer, Cakaudrove	Ministry of Youth & Sports	Youth development
16. Mr. Aubrey Whippy	Manager	Daku Resort	Tourism development
17. Ms. Adi Kavv Fong	President	Soqosoqo Vakamarama I Taukei ni Cakaudrove	Itaukei women and young girls development – social, cultural and economic
18. Mr. Marika Radua	Facilitator	Soqosoqo Vakamarama I Taukei ni Cakaudrove	Agricultural specialist – traditional cropping practices
19. Ms. Ksanita	Treasurer	Soqosoqo Vakamarama I Taukei ni Cakaudrove	Itaukei women development issues
20. Ms. Silipa	Volunteer	Soqosoqo Vakamarama I Taukei ni Cakaudrove	Itaukei women development issues
21. Ms. Akanisi Ranadivugalei	Project Manager North	Adventist Development & Relief Agency Fiji (ADRA)	Community development, economic activities, WASH
22. Mr. Nemia Leve	Regional Manager - North	Fiji Agromarketing, Savusavu	Collection and aggregation of agricultural produce
23. Mr. Atama	Factory Supervisor	Fiji Agromarketing, Savusavu	Collection and aggregation of agricultural produce
24. Ms. Sangeeta	Accounts	Fiji Agromarketing, Savusavu	Collection and aggregation of agricultural produce
25. Ms. Shania	Quality Assurance	Fiji Agromarketing, Savusavu	Collection and aggregation of agricultural produce

26. Tevita Ravumaidama	Executive Director	Partners in Community Development Fiji	Community planning and development
27. Mr. Joshua Elisha	Project Manager	Rise Beyond the Reef Fiji	Community development, linking farmers to value chains
28. Mr. Allan Peterson	President	Tei Tei Taveuni	Farmer training on soil health and landuse management
29. Mr. Waisea		Tutu Rural Training Center	Training on self-employment in agriculture - Young farmer, young couple, single women, villages
30. Mr. Jo Mainakavika	Farmer	Fiji Beekeepers Association	Farmer, Beekeeping training and extension
31. Ms. Stephen Henry	Manager	South Sea Orchids	Floriculture business, training and extension
32. Mr. Gram Haynes	Prawn Farmer	Maravu Meats	Integrated farm, supplier of tilapia to communities
33. Ms. Jafila Fayreen	Nursery owner, Cluster Leader	Savusavu Flower Artistic and Landscaping	Floriculture industry
34. Mr. Atunaisa Lageretabua	Senior Relationship and Sales Officer	Fiji Development Bank (Savusavu)	Financial institution – agricultural loan, small business loans
35. Ms. Reenal Prasad	Manager Savusavu	Merchant Finance Ltd	Financial institution – agricultural loan, small business loans, loans targeted at women
36. Mr. Ritesh		South Pacific Business Development	Financial institution – savings, micro loans
Suva			
37. Hon. Sakiusa Tubuna	Assistant Minister	Office of the Prime Minister	Government priorities
38. Ms. Letila	Principal Analyst, Development Cooperatin Division	Ministry of Finance	Government budget processes
39. Mr. Vineel	Budget Division	Ministry of Finance	Government budget processes
40. Ms. Kiman Mala	Manager Administration, Budget Division	Ministry of Finance	Government budget processes
41. Ms. Sisilia Nalade	Director, Debt Management Unit	Ministry of Finance	Government debt administration process
42. Mr. David Fislwilco	Debt Management Unit	Ministry of Finance	Government debt administration process
43. Mr. Jone Navakamocea	Deputy Secretary	Ministry of iTaukei Affairs	Itaukei development and governance issues.
44. Mr. Josua Turaganivalu	Deputy CEO	iTaukei Affairs Board	Itaukei development and governance issues.
45. Mr. Paula Tuione	Director, Development Services Division	Ministry of iTaukei Affairs	Itaukei development and governance issues.
46. Mr. Savenaca Ralagi	Development Services Division	Ministry of iTaukei Affairs	Itaukei development and governance issues.
47. Ms. Kinisimere Korodrau	Monitoring & Evaluation Unit	iTaukei Affairs Board	Itaukei development and governance issues.
48. Ms. Vika Lewaravu	Monitoring & Evaluation Unit	iTaukei Affairs Board	Itaukei development and governance issues.

49. Dr. Andrew Tukana	Permanent Secretary	Ministry of Agriculture & Waterways	Government
50. Ms. Jiu Daunivalu	CEO	Fiji Crops and Livestock Council	Farmer organisations, agriculture development priorities
51. Mr. Shalendra Prasad	Director Research	Ministry of Agriculture	Agriculture research
52. Mr. Bimlesh Prasad	Pacific Soils Partnership Coordinator	SPC	Soil research
53. Ms. Marita Manley		Talanoa Treks/ Duavata Initiative	Eco-tourism
54. Mr. Jake Taoi		Duavata initiative	Eco-tourism
55. Mr. Paula Cirikiyaswa	Permanent Secretary	Ministry of Lands & Mineral Resources	Mapping information, GIS
56. Ms. Meizyanne Hicks	GIS Unit	Ministry of Lands & Mineral Resources	Mapping information, GIS
57. Mr. Viliame Waqa	GIS Unit	Ministry of Lands & Mineral Resources	Mapping information, GIS
58. Mr. Mohammed Kadir	Principal Agriculture Officer, Land Resource Planning Division	Ministry of Agriculture	Landuse management
59. Ms. Mereia Volavola	CEO	Sole Fintech	Financial services app
60. Mr. Iliapi Tuwai	Country Director Fiji	Adventist Development & Relief Agency (ADRA) Fiji	Community development, economic activities, WASH
61. Mr. Veilawa Rereiwassaliwa	CEO	Merchant Finance	Financial institution – agricultural loan, small business loans, loans targeted at women
62. Mr. Pita Maravuakula	General Manager Finance	Merchant Finance	Financial institution – agricultural loan, small business loans, loans targeted at women
63. Mr. Rizwan Hussain	General Manager Credit	Merchant Finance	Financial institution – agricultural loan, small business loans, loans targeted at women
64. Ms. Titilia Kamil	Acting CEO	Fiji Development Bank	Financial institution – agriculture loans, small business loans
65. Ms. Setaita Tamanikaiyaroi	Manager Climate and Eco Finance	Fiji Development Bank	Financial institution – agriculture loans, small business loans
66. Ms. Caroline Waqabaca	Acting Deputy Governor	Reserve Bank of Fiji	Financial services regulator
67. Professor Paul Ade Iji	Pro-Vice Chancellor Research & Innovation	Fiji National University	Agriculture and fisheries research, M&E
68. Dr. Shalini Singh	Lecturer	Fiji National University	Agriculture and fisheries research, M&E
69. Dr. Mereia Fong	Lecturer	Fiji National University	Agriculture and fisheries research, M&E
70. Dr. Sivendra Michael	Permanent Secretary	Ministry of Environment & Climate Change	Environment regulator, GEF focal point, climate change priorities
71. Mr. Time Stewart	Deputy Country Director, Fiji	Market Development Facility	Value chain analysis, value chain support

72. Mr. Naidu	Director Finance	Ministry of Environment & Climate Change	Environment regulator, climate change priorities
73. Mr. Philip Heneriko	Director	Ministry of Youth & Sports	Youth development
74. Mr. Moshin Lal	Assistant Auditor General	Office of the Auditor General	Public sector financial management
75. Mr. Isoa Talemaibua	Permanent Secretary	Ministry of Rural & Maritime Development & National Disaster Management	Rural development, rural development machinery, disaster management,
76. Mr. Mitieli Cama	Deputy Secretary	Ministry of Rural & Maritime Development & National Disaster Management	Rural development, rural development machinery, disaster management,
77. Mr. Mesake Semainaliwa	Director Rural & Outer Island Programme	Ministry of Rural & Maritime Development & National Disaster Management	Rural development, project management
78. Mr. Napolioni Boseiwaqa	Acting Director, National Disaster Management Office	Ministry of Rural & Maritime Development & National Disaster Management	Disaster response and management
79. Mr. Marlon Lezama	Project Manager, Vanua Levu Tourism Development Programme	Ministry of Tourism & Civil Aviation	WB project management, tourism development Vanua Levu
80. Mr. Tevita Tuicakau	Project Management Unit, Vanua Levu Tourism Development Programme	Ministry of Tourism & Civil Aviation	WB project management, tourism development Vanua Levu
81. Mr. Akshay Chand	Project Management Unit, Vanua Levu Tourism Development Programme	Ministry of Tourism & Civil Aviation	WB project management, tourism development Vanua Levu
82. Mr. Filipe Corerega	Project Management Unit, Vanua Levu Tourism Development Programme	Ministry of Tourism & Civil Aviation	WB project management, tourism development Vanua Levu
83. Ms. Tatyana	Project Management Unit, Vanua Levu Tourism Development Programme	Ministry of Tourism & Civil Aviation	WB project management, tourism development Vanua Levu
84. Mr. Shailendra Prasad	GM E-Commerce	Vodafone Fiji	Telecommunication provide, mobile wallet
85. Mr. Jone Sovalawa	Executive Chairman	Fiji Agro Marketing Authority	Fresh produce collection, processing, marketing and export
86. Ms. Nunia Thomas	Director	Nature Fiji/ Maqereti Viti	Species conservation, biodiversity management
87. Ms. Kalisi Waqa	Conservation Officer	Nature Fiji/ Maqereti Viti	Species conservation, biodiversity management
88. Ms. Ana Lutua	Conservation Officer	Nature Fiji/ Maqereti Viti	Species conservation, biodiversity management

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Stakeholder Engagement Plan

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

STAKEHOLDER ENGAGEMENT PLAN (SEP)

The objective of this Stakeholder Engagement Plan (SEP) is to enhance the effective participation of key project stakeholders, including women, men and youth, and those identified as disadvantaged or vulnerable stakeholders. The SEP is a continuous process to ensure that the project and its implementing partners provide timely, relevant, understandable and accessible information and consult with all relevant stakeholders in a culturally sensitive manner throughout the life of the project.

It identifies the main stakeholder groups; evaluates topics of engagements concerning their interests, needs, priorities and ideas; and proposes appropriate engagement techniques and instances to ensure consistent implementation of the plan, monitor the effectiveness of stakeholder engagement and lays documentation, reporting requirements, as well as responsibilities and resources (staff time and budgetary).

This document is informed by IFAD's SECAP, and IFAD's Framework for Operational Feedback from Stakeholders¹. As the project is implemented in accordance to national requirements, any requirements in relation to stakeholder engagement will be integrated into this document as relevant.

Effective community and stakeholder engagement plays a crucial role in the successful execution of the project. Throughout the entire project lifecycle, the BE-GREEN project will actively involve stakeholders in the decision-making process. In the development and execution of project activities, the project will seek input and feedback from communities and all relevant stakeholders. This will encompass their recommendations and opinions regarding activity design, implementation strategies, and endorsed measures for mitigating risks.

The design of BE-GREEN involved an extensive consultation process that identified and engaged various stakeholders, ranging from communities in Cakaudrove Province where the project will be implemented, to district, provincial and national level actors. These stakeholders encompass groups, institutions, and individuals who could be directly or indirectly affected by the BE-GREEN project, possess an interest in its outcomes, or hold the potential to influence the project, either positively or negatively. Included were the Ministry of Agriculture and Waterways, the Ministry of Environment and Climate Change, the Ministry of iTaukei Affairs, the Ministry of Lands and Mineral Resources, local businesses, producers' groups, rural communities, NGOs and development projects. A complete list has been annexed in the PDR.

In Savusavu a design consultation workshop was facilitated with local stakeholders, as well as representatives from farmers organizations (Tutu Rural Training Center, Fiji Beekeepers Association, Teitei Taveuni, the Floriculture Support Association and Rise beyond the Reef), Partners in Community Development Fiji (PCDF), the Fiji Crops and Livestock Council, and the Provincial Youth Council.

In Suva, meetings were held with the Hon. Sakiusa Tubuna, Assistant Minister to the Prime Minister, Dr Andrew Tukana, PS Agriculture and Waterways, Dr. Sivendra Michael, PS Environment and Climate Change, Mr. Isoa Talemaibua, PS Rural and Maritime Development, Mr. Paula Cirikiyasawa, PS Lands and Mineral Resources, Mr. Jone Navakamocea, Deputy Secretary Ministry of iTaukei Affairs, and Mr. Josua Turaganivalu, Deputy CEO iTaukei Affairs Board. Meetings were also held with directors and staff from their respective ministerial departments, as well as the SPC Land Resources Division, the Fiji Development Bank, private enterprises, non-government agencies, university and development partners and projects.

Information disclosure

¹ See <https://webapps.ifad.org/members/eb/128/docs/EB-2019-128-R-13.pdf>

Sharing pertinent project information is essential for enabling project-affected individuals and other stakeholders to comprehend the risks, impacts, and opportunities associated with the project. The BE-GREEN project will ensure that relevant stakeholders have access to crucial information, including:

- i) The project's purpose, nature, and scale.
- ii) The expected duration of project activities.
- iii) Any potential risks and impacts on communities, along with the corresponding mitigation measures.
- iv) The planned stakeholder engagement process.
- v) The grievance mechanism in place.

As part of the stakeholder engagement process, all pertinent documents related to a proposed investment or subproject will be made available. The disclosure of such documents will vary depending on the size and nature of the investment and the significance of associated risks and impacts. Examples of these documents may include subproject proposals, ESCMPs, among others.

Table 1 lists the identified stakeholders and details their engagement methods into the project cycle.

Monitoring and evaluation of stakeholder engagement activities

The PMU will be the main responsible body for stakeholder engagement and will maintain records to ensure relevant evidence is maintained documenting stakeholder engagements and ensure the plan is implemented consistently. Costs associated with the stakeholder engagement plan are included with activities implementation and will be identified in more detail by the PMU during early implementation following the proposed plan as presented in Table 1 of this document.

Adequate stakeholder engagement will be assessed through supervision by IFAD, to enable the project to take corrective measures if required.

Progress reports or standalone regular reports (quarterly or annual) should include a section on stakeholder engagement, as a basis to discuss the effectiveness and learning of the collaboration established under the project. Key information regarding engagement processes conducted, stakeholders feedback and how this information was integrated/considered in the project will be included in the progress reports. Disaggregated information about participants is also required, to ensure an inclusive approach, with no confidential/sensitive information required to be included in such reports.

Performance criteria to be used in stakeholder engagement monitoring

The following success criteria and performance indicators should be used when reviewing the effectiveness of stakeholder engagement.

Objective	Success Criteria / Performance Indicators
Provision of information in a timely, accurate and culturally appropriate manner	Use of appropriate means to inform stakeholders about the meetings Advance notice (time) given to stakeholders Advance agenda given to stakeholders Adequate number of meetings, consultations over specified period Information provided is understood by participants
Stakeholder comments, concerns and feedback are received and	Number of grievances received over a specified period

incorporated into project activities as appropriate	Percentage of grievances handled and closed within provided timeframe Percentage of people raising grievance who report satisfaction from resolution provided Nature of participation in stakeholder consultation meetings (gender, age, ethnic groups, other vulnerable groups) Free Prior and Informed Consents received including minutes of meetings over a specified period.
Informed participation by vulnerable groups	Proof of explicit outreach to vulnerable groups Attendance rate disaggregated by vulnerable groups Utilization of grievance redress mechanism by vulnerable groups
Stakeholder engagement is transparent, inclusive and appropriate	Program information disclosed to all stakeholders as requested and according to the disclosure mechanism. Representation and percent of resources and loans allocated to vulnerable groups in project activities including women and youth.

Participation and provision of feedback from the target group of the project

The project's feedback mechanism from the target group will comprise a mix of informal feedback and formal feedback mechanisms. They include:

One-to-one interaction, or feedback obtained via trusted intermediaries;

Dedicated moments for feedback during project meetings (i.e. opening the floor at the end of a meeting and actively facilitating feedback from attendees, within a safe space);

Surveys and anonymous feedback options,

Interviews with the target group during project supervision missions, focus groups and community consultations;

Feedback provided via social media;

Topics raised via the Grievance Redress Mechanism.

Table 2: Stakeholder engagement plan

Stakeholder	Concerns	Engagement Method	Information to report and disclose and report back	Most valuable information to obtain	Frequency of engagement	Responsible	Timeline
Government							
Central							
Ministry of Agriculture and Waterways (MoAW)	Hosting of the PMU in Savusavu Project activities will be developed in close partnership with MoAW provincial department Permanent Secretary will be co-chair of the national project steering committee Provision of trees and root crops and other services through the Research and Agriculture Scientific Services Division	Formal communication	Provision of guidance and oversight to the project Provision of support to the project	Regular updates on the project from the Project Management Unit (PMU) Communications from the PMU regarding tree, root crop and other service requirements	Periodic	Project Manager	Periodic from the project start up workshop
Ministry of Environment and Climate Change	Permanent Secretary will be co-chair of the national project steering committee	Formal communication	Provision of guidance and oversight to the project	Regular updates on the project from the Project Management Unit (PMU)	Periodic	Project Manager	Periodic from the project start up workshop

Stakeholder	Concerns	Engagement Method	Information to report and disclose and report back	Most valuable information to obtain	Frequency of engagement	Responsible	Timeline
Ministry of iTaukei Affairs	Informed and involved regarding development of the Vanua Plans , of Integrated Village Development Plans and of Free Prior and Informed Consent (FPIC) process.	Formal communication	Progress update and get guidance as needed	Oversee and validation of FPIC process	Periodic	Project Manager	
Ministry of Lands and Mineral Resources	Provision of maps from Vanua GIS to support development of Vanua Plans	Formal communication	Provision of relevant maps in the required formats, and support in digitising the Vanua Plans	Timing for provision of the maps and digitising of the Vanua Plans	As required	Project Manager	At the beginning and during the process of development of Vanua Plans
Service Providers							
Lead Implementing Partner 1 (Potentially PCDF)	Responsible for all community engagement activities	Lead service provider in all community engagement activities	Progress update on community engagement process, including FPIC, development of Vanua Plans and implementation of the FFT programme	All resources required to complete the community engagement process, develop Vanua Plans and implement the FFT programme	Regular	PMU	Project implementation
Lead Implementing Partner 2 (Potentially PIFON)	Responsible for oversight and coordination of other small-scale service providers focus on different production systems	Lead service provider in provision of support for different production systems	Progress with uptake of different production systems and improved market access by participating communities	Identified needs from participating communities and households	Regular	PMU	Project implementation

Stakeholder	Concerns	Engagement Method	Information to report and disclose and report back	Most valuable information to obtain	Frequency of engagement	Responsible	Timeline
Environmental NGO	Responsible for development of Vanua Plans	Service provider for development of Vanua Plans	Progress with development methodology for of Vanua Plans	Resources required for the Vanua Plan development process	Regular	LIP 1 and PMU	Project Implementation
Fiji Crop & Livestock Council	Capacity building on the Family Farm Team approach	Service provider for Training of Trainers	Integration of FFT in the Vanua plans	Capacity and skill transfer to PCDF on the FFT approach	Periodic	LIP 1 and PMU	Initial phase of project implementation
Other service providers	Responsible for providing support to participating households for implementation of identified production systems	Support to project beneficiaries	Progress with uptake of different production systems	Information and resource needs of project beneficiaries	Periodic	PIFON and PMU	Project Implementation
Beneficiaries							
Communities, households, small enterprises	Funding, information, mentoring, planting materials and other resources	Engagement in project implementation	Activities budgeted for support	Planting plans for agroforestry, other technical and advisory support, implementation of FFT programme with households	Regular	Thematic leaders in PSU	Implementation
Youth	Participatory engagement: planning, implementation and monitoring, livelihood improvement	Engagement in project implementation	Activities related to youth	Youth status, priorities, needs, and provisions	Regular	PMU, Lead Implementing Partners	Planning, Implementation

Stakeholder	Concerns	Engagement Method	Information to report and disclose and report back	Most valuable information to obtain	Frequency of engagement	Responsible	Timeline
Women	Participatory engagement: planning, implementation, and monitoring, livelihood improvement	Engagement in project implementation	Activities related to women	Women status, priorities, needs, and provisions	Regular	PMU, Lead Implementing Partners	Planning, Implementation
Cakaudrove Provincial Youth Council (CPYC)	Implementation of the seven thematic priorities in the Fiji National Youth Policy within the districts of Cakaudrove.	Support to youth beneficiaries, including financial support from the project for selected activities	Activities related to youth	Progress of youth groups in Cakaudrove on specific activities; youth issues registered and addressed by CPYC	Regular	PMU, Lead Implementing Partners	Planning, implementation
iTaukei	FPIC process	Consultations in line with FPIC Plan	All project related information	Feedback and consent on project activities	Regular	PMU, PCDF	Implementation
IFAD							
IFAD offices	Program design, missions (kick off, supervision, implementation support, mid term review, and program completion), No objection as per provisions, regular capacity building and technical assistance as needed	Formal communication	PDR, IFAD policies and provisions	PDR, IFAD policies and provisions	Regular basis	National Project Steering Committee, PMU, Lead Implementing Partners	Design, planning, implementation, completion, and post completion

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Solid/Liquid Waste Management Plan

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Note on waste management

Based on the responses from the risk screening checklist, BE GREEN does not require a solid/liquid waste management plan. The response to the related question remained the same during the PCN stage, and this requirement was not flagged during the review.

We encountered a similar issue with the BAaLI project in India, which was later identified as a system bug. Daniela, the APR Regional SECAP Specialist, has reached out to ODE to determine whether this is a similar case.

Until this is clarified, and following the practice established in BAaLI, we are uploading a note here to proceed with the workflow.

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 6: First (Annual) Work Plan and Budgets

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

FIRST ANNUAL WORK PLAN AND BUDGET NARRATIVE DOCUMENT

**FIJI BLUE ECONOMY AND GREEN COMMUNITY DEVELOPMENT PROJECT
(FIJI BE-GREEN)**

JUNE 2025

CONTENTS

ACRONYMS AND ABBREVIATIONS	3
1. INTRODUCTION.....	4
2. BRIEF DESCRIPTION OF THE PROJECT	4
2.1 Project Area	4
2.2 Target Group.....	4
2.3 Project Components.....	5
2.4 Objectives and Expected Results	5
3. FIRST 18 -MONTH ANNUAL WORK PLAN AND BUDGET	6
4. KEY MILESTONES AND ESTIMATED TIMELINES	10

ACRONYMS AND ABBREVIATIONS

AWPB	Annual Work Plan and Budget
CPYC	Cakaudrove Provincial Youth Council
Fiji BE-GREEN	Fiji Blue Economy and Green Community Development Project
GEF	Global Environment Facility
GoF	Government of Fiji
KM	Knowledge Management
M&E	Monitoring and Evaluation
MOA	Memorandum of Agreement
MoAW	Ministry of Agriculture and Waterways
MoECC	Ministry of Environment and Climate Change
MOU	Memorandum of Understanding
MSME	Micro, Small, Medium Enterprise
PCDF	Partners in Community Development Fiji
PDR-CER	Request for GEF CEO Endorsement
PIFON	Pacific Islands Farmers Organisation Network
PMU	Project Management Unit
USD	US Dollar
VCA	Value Chain Analysis

1. INTRODUCTION

This document constitutes the first draft Annual Working Plan and Budget (AWPB) of the Fiji Blue Economy and Green Village Project. It covers the first 12-months of the project after approval from January – December 2026.

The Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) supporting the sustainable growth and resilience of Fiji's rural economy through ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and climate resilience through sustainable blue and green initiatives, enhanced market access, and biodiversity protection. The programme is implemented by the Ministry of Agriculture and Waterways (MoAW), in partnership with the Ministry of Environment and Climate Change (MoECC).

Phase one of the programme is co-financed by IFAD and GEF, with a total project cost of USD 24.26 million. The IFAD funding targets Vanua Levu, Fiji's second-largest island, focusing on six districts in Cakaudrove Province, engaging 3,050 households, with a priority on women, youth, and Indigenous People. The GEF funding addresses land degradation and biodiversity loss across Vanua Levu. Vanua Levu has historically received limited public investment, resulting in disparities in infrastructure and market access. BE-GREEN aims to transition subsistence production systems into sustainable agriculture, marine-based production, and eco-tourism investments.

2. BRIEF DESCRIPTION OF THE PROJECT

2.1 Project Area

Vanua Levu, Fiji's second-largest island, comprises three provinces: Bua, Macuata, and Cakaudrove. The GEF investment will support activities across all three provinces. In the first phase of this Multiphase Adaptive Programme, the IFAD investment will focus on six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu, and Vaturova. These districts were identified by the Government of Fiji (GoF) based on the following criteria: (i) high level of poverty and low level of socio-economic development; (ii) vulnerability to climate change; (iii) opportunities for both land- and marine-based development; and (iv) potential for accessing markets.

The project will target all the 65 villages and 235 settlements in the target districts. Traditionally, each Fijian village comprises several family units which are part of one clan (mataqali). Geographically separated settlements usually belong to villages, therefore to the same mataqali. However, there are also 13 self-standing settlements, mostly inhabited by Indo-Fijians and other groups who do not belong to the mataqali. The 13 self-standing settlements will add to the 65 villages, to form the BE-GREEN target group consisting of 78 communities. In addition to targeting BE-GREEN districts, the remittance pilot test will target selected high rural migration areas in the country.

2.2 Target Group

BE-GREEN will target 3,000 subsistence or semi-commercial farming, fishing or handicraft producing households in the target districts. Additionally, 50 households classified as low-income and getting transitional

rental housing accommodation from the Public Rental Board in Savusavu district (including single mothers, persons with disabilities, landless or socially excluded) will be engaged through suitable activities such as floriculture or handicraft. Furthermore, 100 entrepreneurs or commercial farmers active in trading or processing from smallholders in the target districts will also benefit from project services, based on their potential to develop sourcing partnerships with producers or to engage as service providers. Altogether, BE-GREEN will benefit 18,300 people. Beneficiaries will include 50% of women and 30% of youth (15-35 years as defined by GoF). Around 75% of the beneficiaries will belong to Indigenous Peoples (iTaukei), in proportion to the provincial population.

2.3 Project Components

The Fiji BE-GREEN project has 5 components as follows:

- **Component 1: Holistic Island Management.** This component aims to achieve holistic island management by aligning actors and resources and fostering collaboration across stakeholders. Activities will focus on developing an Integrated Island Management Plan, targeting sustainable land use, biodiversity conservation, and climate adaptation. The integrated island management plan will be institutionalized within provincial development plans to ensure long-term implementation. The detailed design of activities will be determined during the GEF investment design and described in the PDR-CEO Endorsement Request (PDR-CER).
- **Component 2: Sustainable and Market-Oriented Production from Resilient Systems.** This component aims to enable communities to shift from land degradation and economic decline to achieve ecosystem restoration and sustainable, climate-resilient land and marine-based production systems targeting available markets.
- **Component 3: Inclusive Access to Markets and Finance.** This component aims to enable rural enterprises that are based in or source from the target districts and already engaged in the market, to enhance their competitiveness and sustainability, through improved access to profitable markets, and to business development and financial services.
- **Component 4: Enabling Policy and Institutional Environment.** This component aims to foster a policy and institutional framework for promoting and scaling up BE-GREEN's proposed model, aligning economic growth with ecosystem preservation and including youth and women in sustainable economic initiatives.
- **Component 0: Rapid Disaster Response.** In recognition of the vulnerability of Pacific Island Countries to natural disasters, Rapid Disaster Response, Component 0 is designed to enable the reallocation of uncommitted IFAD project funds to address urgent recovery needs arising from natural disasters affecting the project area and target beneficiaries, including weather-related or natural hazards, human and animal pandemics, and agriculture pest and disease incursions.

2.4 Objectives and Expected Results

The overall goal of the programme is *'Support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives'*. The development objective is *'Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection'*.

BE-GREEN aims to demonstrate an effective approach to enhancing rural livelihoods by leveraging economic initiatives as incentives to restore degraded ecosystems, adapt to climate change and protect biodiversity.

Phase one will develop the approach in six districts, also delivering an Integrated Island Management Plan for Vanua Levu. Building on successes and lessons learnt, phase two will scale up the approach to the remaining districts of Vanua Levu, in alignment with the Plan.

3. FIRST 18 -MONTH ANNUAL WORK PLAN AND BUDGET

This draft Annual Work Plan and Budget sets out proposed activities of BE-GREEN for the first 12-months. A budget of USD 1,118, 625 is estimated to carryout the activities planned over this period.

An estimated budget for each component is outlined below:

Project Components by Year (USD)	2026
A. Comp1: Mainstreaming Integrated Island Management	
SC1.1: Mainstreaming Integrated Island Management	-
Subtotal	-
B. Comp2: Sustainable and market-oriented production from resilient systems	
SC2.1: Community climate resilience and ecosystem management plans endorsed	193 688.5
SC2.2: Producers trained for climate-resilient and market-responsive production, and primary processing	385 593.6
SC2.3: Climate smart investments for production, eco-restoration and eco-tourism delivered	-
Subtotal	579 282.1
C. Comp3: Inclusive access to market and finance	
SC3.1: MSMEs, including POs, have access to business development services	50 000.0
SC3.2: MSMEs, POs and producers have access to finance	119 700.0
SC3.3: Climate smart investments for agri-business including eco-tourism delivered	-
Subtotal	169 700.0
D. Comp4: Policy and institutional environment	
SC4.1 Innovative policies developed	-
SC4.2 Institutional Support	26 000.0
SC4.3: Innovative models for environmentally sustainable and climate resilient economic initiatives	-
SC4.4: Project Management	343 643.7
Subtotal	369 643.7
Total project cost	1 118 625.8

3.1. ACTIVITY PLAN

The first project year will be devoted to: (i) setting up the organisational structure including: hiring IFAD-financed PMU staff; signing MoUs with MoECC, Ministry of Lands and Mineral Resources, and MoAW's Research Division; signing contracts with the two Lead Implement Partners (LIP), and hiring staff; (ii) carrying out preparatory work to start activities in the communities, including: developing the methodology for the preparation of Vanua Plans, including the adaptation of the Family Farm Teams approach; carrying out value chain analysis preparing the information packages; hiring LIP staff; and training LIP staff; (iii) carrying out the demand assessment of financial services; (iv) developing the targeting and GESI strategy; (iv) setting up management systems – financial management, procurement and M&E/KM system, including staff capacity building by specialized consultants/IFAD staff, and setting up the project MIS; (v) developing detailed guidelines on Component 0 - Rapid Disaster Response; (vi) reviewing and updating the Project Implementation

Manual (PIM); (vii) launching the project baseline survey; (viii) updating the Environmental, Social and Climate Management Plan(ESCMP) including the FPIC plan; (ix) setting up project steering committees at national and provincial level; and (x) conducting an inception workshop for project stakeholders..

A succinct elaboration of proposed activities by project components and sub-components is outlined below:

COMPONENT 1: Mainstreaming Integrated Island Management (USD \$0)

Activities under this component will mainly be financed by GEF resources. The GEF funding will be available from Q1 2027 where the initial focus will be establishing the GEF-related technical team under the PMU, including the potential engagement of Environmental NGOs as service providers.

COMPONENT 2: Sustainable and Market-Oriented Production from Resilient Systems (\$579 282)

Sub-component 2.1.1 - Community climate resilience and ecosystem management plans (\$193 688)

The initial focus of this subcomponent will be to lay the foundation for the whole project through community engagement, planning and empowerment.

The activities to be carried out include:

- Contracting of the Service Provider to manage this component. At design stage, Partners in Community Development Fiji has been identified as a potential service provider. Once contracted, the Service Provider will mobilise its key personnel and establish a presence in the Project Area.
- Appointment and training of 78 Community and District facilitators.
- Preparation of 78 Vanua Plans and information packages, including maps.
- Identify 26 communities to pilot the Family Farm Team (FFT) approach and carry out awareness within these communities.
 - The Financing Facility for Remittance (FFR) Unit will support a remittance pilot. Some activities will involve including remittance and migration inputs to the module *Working as a family farm team* for family goals and other FFT modules where relevant.

Sub-component 2.1.2 - Climate-resilient and market responsive production, and primary processing (\$385 593)

While the majority of beneficiaries in the project area are subsistence farmers, a small proportion are semi-commercial farmers. Notwithstanding the community planning and empowerment activities that will be undertaken in subcomponent 2.1.1, this subcomponent recognises that there may be some targeted beneficiaries who are at a more advance level of preparedness to engage in more commercially oriented activities.

The activities to be carried out include:

- Identify 8 value chains and engage a consultant to carry out detailed Value Chain Analysis (VCA).
- From the outcome of the VCA, prepare awareness material, then carry out awareness and training.
- Establish 8 demo plots to service each value chain identified and analysed. For communities managing the demo plots, provide relevant equipment and technology.
- Organise Farmer to Farmer exchanges and group meetings around the demo plots and value chains analysed.
- Support interested farmers in preparing bankable business plans to engage in the 8 value chains identified.

Sub-component 2.1.3 - Climate smart investments for production, eco-restoration and eco-tourism (0)

No grants envisaged to be disbursed.

COMPONENT 3: Inclusive Access to Markets and Finance (\$169 700)

Sub-component 3.1 – Business development services (\$50 000)

The activities under this subcomponent will build-on the VCA related activities from the subcomponent 2.1.2. The goal will be to support this initial cohort of beneficiaries to engage meaningfully in the commercial arena.

The activities to be carried out include:

- Study the range of Business Development Services available for MSMEs with the goal of providing information packages for farmers.
- Study branding, certification, the use of e-commerce and how these can be leveraged by small rural producers.
- For the 8 value chains studied, organise farmer-buyer meetings with the goal of working towards establishing at least 3 outgrower/contract farming schemes.
- Organise at least 5 technical trainings for farmers on buyer requirements, including the Participatory Guarantee System, post-harvest handling, establishing internal control systems, value addition, food safety and packaging, and technology transfer.

Sub-component 3.2 – Access to finance (\$119 700)

The subcomponent will initiate work on examining ways that farmers, SMEs and POs can access finance to support their activities.

The activities to be carried out include:

- Engagement of an international and local rural finance and agribusiness consultants who will work on a part-time basis with the Rural Finance and Agribusiness Specialist in PMU
- Develop a financial education and digital inclusion programme for MSME. This will be undertaken in consultation with financial institutions including the Reserve Bank of Fiji.
 - FFR will provide input on remittance services and linkages with other financial services for productive purposes into financial education modules for micro-entrepreneurs.
- Develop and implement financial services pilot(s) for effective use of remittance flows in rural investments. This will also be undertaken in consultation with financial institutions including the Reserve Bank of Fiji.
 - With the support of FFR, conduct a Study on remittance recipients' preferences in terms of remittance-linked savings, loans and insurance. FFR will provide technical support to ToRs for the market study and review of the report.
- Based on the different modalities studied and developed above, organise at least 2 awareness and capacity building sessions for financial institutions on how they can more effectively support Private-Public-Producer Partnerships. If the Fiji Development Bank is selected as a partner, additional capacity building support may be required.
- Remittance pilot. With the support of FFR, prepare, raise awareness on and launch a call for proposals (CfP) with the private sector for the recruitment of a consultant to prepare a project document for the remittance pilot. FFR will support drafting the CfP guidelines and support the consultant hiring process (ToRs, selection). The PMU will work closely with the Reserve Bank of Fiji. FFR will continue to provide ongoing backstopping to the remittances consultant and PMU to prepare the pilot project grant document which will be submitted to the IFAD Executive Board in 2027.

Sub-component 3.3 – Climate smart investments for agri and marine based-business (0)

The subcomponent will seek to catalyse investment by providing grants covering up to 50% of the total investment cost. Matching grants will require the grantee to contribute, at minimum, an equivalent amount from their own equity, while with performance-based grants, the grantee's equity will be fully or in part, provided through a loan from a PFI, with the grant acting as a partial guarantee to support not only loan collateral to enhance the credit process, but also as a carrot to incentivize loan repayment.

The activities to be carried out include:

- Contracting of the Service Provider to manage this component. A separate service provider will be contracted to manage the matching grants program, coordinating with the banks and building the pipeline of potential proposals.
- At this stage the climate smart investments for agri and marine based businesses matching grant manual will be finalized by the Rural Finance and Agribusiness Specialist in conjunction with selected service providers.
- Establishing the necessary MOU/MOA with financial institutions in the project area (e.g. Fiji Development Bank, Merchant Finance Fiji, Commercial Banks) to activate the matching grant facility.

COMPONENT 4: Enabling Policy and Institutional Environment (USD 995,003)

Sub-component 4.1 – Innovative policies (0)

As discussed with the Ministry of Agriculture & Waterways (MoAW), each year, the Ministry will identify a relevant policy to operationalise based on the priorities to be established under the 10-Year Fjii Agriculture Sector Policy. Based on this priority, the project will mobilise a consultant to carry out a study under the directions of the Ministry and support a stakeholder workshop to create awareness of the new policy/rules that will be put in place.

Sub-component 4.2 – Institutions strengthened (\$26 000)

As discussed with the MoAW, the project will add its support to building the capacity of the Ministry delivery team to implementing the new 10-Year Fjii Agriculture Sector Policy. Through the guidance from the Economic Policy & Statistics Unit of MoAW, the project will support capacity needs assessment and capacity building sessions of MoAW personnel.

To foster a stronger engagement of youth within the project area, the BE-GREEN project will be directly supporting the capacity of the Cakaudrove Provincial Youth Council (CPYC) to engage with its members, carry out activities, and expand its outreach. The project will enter into an MOA with the CPYC to guide its engagement. CPYC is in the process of finalising a new Strategic Plan.

With the support of FFR, BE-GREEN will collaborate with the RBF to implement the National Financial Inclusion Strategy (NFIS). A multi-stakeholder meeting will be organised to present market and development opportunities related to digital remittances and savings and investment. The objective will be to raise awareness on opportunities to foster savings and investment through digital remittances. FFR will provide technical support to organise the meeting, both on logistics and content, review ToRs for the consultant and provide remote backstopping.

Sub-component 4.3 - Innovative models for environmentally sustainable and climate resilient economic initiatives (0)

No activities envisaged yet as this subcomponent will mainly be financed through GEF. The GEF funding will be available from Q4 2026 where the initial focus will be establishing the GEF-related technical team under the PMU, including the potential engagement of Environmental NGOs as service providers.

Project Management Unit (\$343 643)

A key focus of the project will be the timely setup of the PMU and onboarding of all critical staff in the first 3 months of the project. Critical staff to be engaged include the Project Director, Technical Managers (for IFAD investment initially then GEF-grant later), the Finance and Admin back-office team, and M&E and KM officers.

Other key activities to be carried out include:

- Organising two inception workshops, one in Suva for National stakeholders and one in Savusavu for provincial stakeholders.
- Carry out the project Baseline study.
 - Incorporated into the baseline will be questions relating to remittances i.e. receipt of remittances, migrant relative destination, the use of remittances and the level of financial inclusion of recipients and if there are any migrant associations in the community. The FFR of IFAD will provide support to elaborate simple remittance-related questions in the baseline questionnaire and extract remittances and migrants data for analysis.
- Activate the project's governance structure by establishing and convening the National Project Steering Committee and Provincial Steering Committee. The Committees will play a key role in project oversight and as a platform for engaging and updating key stakeholders.

4. KEY MILESTONES AND ESTIMATED TIMELINES

The estimated timelines and proposed milestones are based on the following assumptions:

- **Government ownership:** There is strong ownership of the project from the key Ministries, in particular the Ministry of Finance, Ministry of Agriculture & Waterways and Ministry of Environment & Climate Change.
- **Project Effectiveness:** The project will become effective by the end of October 2025 i.e. the financing agreement will be signed by both parties at least 6 weeks after EB approval.
- **Establishment of PMU:** The Ministry of Agriculture & Waterways will assign a Senior Officer to immediately oversee the start-up of the BE-GREEN project, particularly to oversee compliance with the requirements for first disbursement, as well as recruitment of key PMU staff.
- **Contracting of Lead Implementing Partners:** The process to contract the lead implementing partners (LIP) for Components 2 and 3 will proceed smoothly i.e. timely launch of tender by end of November 2025, assessment and award by end of February 2026.
- **Processing of GEF Financing:** There is strong commitment from Government towards the timely submission of the GEF Project Design Report-CEO Endorsement Template in December 2025.

	2025		2026											
	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recruitment of critical PMU staff														
Contracting of LIPs														
Inception Workshop														
Baseline Survey														

Subcomponent 2.1.1															
Subcomponent 2.1.2															
Subcomponent 3.1															
Subcomponent 3.2															
Subcomponent 3.3															
Subcomponent 4.1															
Subcomponent 4.2															

Annex 6 - First Annual Work Plan and Budget (AWPB)

			Qty	Unit Cost	Base Cost	Estimated Quarterly Breakdown			
		Unit	2026	(US \$)	2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Component 1	Mainstreaming Integrated Island Management								
	A. Mainstreaming Integrated Island Management								
	Mainstreaming Integrated Island Management	Lumpsum	-	674,520	-	-	-	-	-
Total Component 1					-	-	-	-	-
Component 2	Sustainable and market-oriented production from resilient systems								
Subcomponent 2.1	Community climate resilience and ecosystem management plans endorsed								
	A. Methodology for developing community climate resilience plans								
	Preparation and printing of maps	Lumpsum	78	100	7 800.0	-	-	3 900.00	3 900.00
	Community soil testing	Community	4	600	2 400.0	-	-	1 200.00	1 200.00
	Development of approach, manual and material for community planning	Lumpsum	1	5,000	5 000.0	-	-	2 500.00	2 500.00
	Adaptation of Family Farm Team approach to include environmental awareness and financial literacy	Lumpsum	1	2,000	2 000.0	-	-	1 000.00	1 000.00
	Production of information packages	Lumpsum	78	100	7 800.0	-	-	3 900.00	3 900.00
	Subtotal A. Methodology for developing community climate resilience plans				25 000.0	-	-	12 500.00	12 500.00
	B. Community facilitators								
	Community and District facilitators	Person-year	78	85	6 630.0	-	2 210.00	2 210.00	2 210.00

	Training and empowerment of community and district facilitators (f) /f	Lumpsum	1	15,000	15 000.0	-	5 000.00	5 000.00	5 000.00
	Subtotal B. Community facilitators				21 630.0	-	7 210.00	7 210.00	7 210.00
	C. Community planning								
	Community awareness	Community	26	306	7 966.5	-	3 983.27	3 983.27	-
	Family Farm Team training	Community	26	130	3 380.0	-	-	1 690.00	1 690.00
	Consultations and planning	Lumpsum	-	80,000	-	-	-	-	-
	Allowance for champion farming couples	Community	-	85	-	-	-	-	-
	Subtotal C. Community planning				11 346.5	-	3 983.27	5 673.27	1 690.00
	D. GEF support								
	GEF support	Lumpsum	-	500,000	-	-	-	-	-
	E. Staffing								
	LIP C2 Project Coordinator	Person-month	9	2,500	22 500.0		7 500.00	7 500.00	7 500.00
	LIP C2 Field Officers	Person-month	24	1,250	30 000.0		10 000.00	10 000.00	10 000.00
	Subtotal E. Staffing				52 500.0	-	17 500.00	17 500.00	17 500.00
	Total Investment Costs				110 476.5	-	28 693.27	42 883.27	38 900.00
	II. Recurrent Costs								
	A. Travel and Allowances								
	Vehicle lease and running costs	Monthly cost	9	1,200	10 800.0	-	3 600.00	3 600.00	3 600.00
	Office rent and office expenses	Monthly cost	6	2,602	15 612.0	-	-	7 806.00	7 806.00
	LIP C2 Office and field equipment Kit	Lumpsum	1	15,000	15 000.0	-	7 500.00	7 500.00	-
	Travel and DSA	Monthly cost	9	1,200	10 800.0	-	3 600.00	3 600.00	3 600.00
	Overheads	Lumpsum	1	30,000	30 000.0	-	10 000.00	10 000.00	10 000.00
	Audit	Lumpsum	1	1,000	1 000.0	-	-	-	1 000.00
	Total Recurrent Costs				83 212.0	-	24 700.00	32 506.00	26 006.00
	Subtotal Subcomponent 2.1				193 688.5	-	53 393.27	75 389.27	64 906.00

Subcomponent 2.2	Producers trained for climate-resilient and market-responsive production, and primary processing								
	A. Value chain analysis								
	Value chain analysis for priority value chains	value chain	8	7,884	63 072.0	-	-	31 536.00	31 536.00
	Preparation of value chain awareness materials	Value chain	8	3,000	24 000.0	-	-	12 000.00	12 000.00
	Subtotal A. Value chain analysis				87 072.0	-	-	43 536.0	43 536.0
	B. Value chain interventions								
	Value chain awareness	Value chain	8	2,565	20 521.6	-	-	10 260.80	10 260.80
	Trainings	Value chain	8	2,500	20 000.0	-	-	10 000.00	10 000.00
	Technology transfers	Value chain	8	5,000	40 000.0	-	-	20 000.00	20 000.00
	Demo plots	Value chain	8	7,000	56 000.0	-	-	28 000.00	28 000.00
	F2F Exchanges	Value chain	8	5,000	40 000.0	-	-	20 000.00	20 000.00
	Subtotal B. Value chain interventions				176 521.6	-	-	88 260.8	88 260.8
	C. Farmer Group formation and business planning								
	Group meetings/planning	Value chain	8	4,000	32 000.0	-	-	16 000.00	16 000.00
	Business plan development	Value chain	8	2,000	16 000.0	-	-	8 000.00	8 000.00
	Subtotal C. Farmer Group formation and business planning				48 000.0	-	-	24 000.0	24 000.0
	D. Staffing								
	LIP C3 Project Manager	Person-month	9	2,500	22 500.0	-	7 500.00	7 500.00	7 500.00
	E. GEF support								
	GEF support	Lumpsum	-	5,000,000	-	-	-	-	-
	Total Investment Costs				334 093.6	-	7 500.0	163 296.8	163 296.8
	II. Recurrent Costs								
	A. Travel and Allowances								

	Vehicle lease and running costs	Monthly cost	9	2,000	18 000.0		6 000.00	6 000.00	6 000.00
	Travel and DSA	Monthly cost	9	1,500	13 500.0		4 500.00	4 500.00	4 500.00
	Overheads	Lumpsum	1	20,000	20 000.0		6 666.67	6 666.67	6 666.67
	Audit	Lumpsum	-	1,000	-	-	-	-	-
	Total Recurrent Costs				51 500.0	-	17 166.7	17 166.7	17 166.7
Subtotal Subcomponent 2.2					385 593.6	-	24 666.7	180 463.5	180 463.5
Subcomponent 2.3	Climate smart investments for production, eco-restoration and eco-tourism delivered								
	A. Implementation of climate smart grants								
	Grants	Grants	-	2,963,000	-	-	-	-	-
	B. Staffing								
	Grant manager	Person-month	-	2,100	-	-	-	-	-
Subtotal Subcomponent 2.3					-	-	-	-	-
Total Component 2					579 282.1	-	78 059.9	255 852.7	245 369.5
Component 3	Inclusive access to market and finance								
Subcomponent 3.1	MSMEs, including POs, have access to business development services								
	A. Business management and mentoring								
	Farmer-Buyer Meetings	Value chain	-	3,000	-	-	-	-	-
	Establishment of outgrower/contract farming schemes	Value chain	-	3,000	-	-	-	-	-
	Training and certification to meet buyer requirements including PGS	Value chain	-	3,000	-	-	-	-	-
	Subtotal A. Business management and mentoring				-	-	-	-	-
	B. Post-harvest management								
	Training to improve post harvest handling	Value chain	-	2,500	-	-	-	-	-
	Establishment of Internal Control Systems	Value chain	-	2,000	-	-	-	-	-

	Subtotal B. Post-harvest management				-	-	-	-	-
	C. Value addition								
	Training on value addition, food safety, packaging	Community	-	1,000	-	-	-	-	-
	Direct marketing support	Value chain	-	2,000	-	-	-	-	-
	Technology transfer	Value chain	-	3,000	-	-	-	-	-
	Subtotal C. Value addition				-	-	-	-	-
	D. Go-to-market								
	Facilitating branding, certification, e-commerce	Lumpsum	-	9,000	-	-	-	-	-
	Provision of traceability related training	Lumpsum	-	15,000	-	-	-	-	-
	Subtotal D. Go-to-market				-	-	-	-	-
	E. GEF support								
	GCF support	Lumpsum	-	500,000	-	-	-	-	-
	F. Investments in BDS for SMEs								
	Investments in BDS for SMEs	Lumpsum	1	50,000	50 000.0	-	-	25 000.00	25 000.00
Subtotal Subcomponent 3.1					50 000.0	0.0	0.0	25 000.0	25 000.0
Subcomponent 3.2	MSMEs, POs and producers have access to finance								
	A. Study on remittances and rural finance in rural areas								
	Study on remittances and rural finance in rural areas	Lumpsum	1	30,000	30 000.0	-	-	30 000.00	-
	B. Development and implementation of financial services for the use of remittances in rural investments								
	Development and implementation of financial services for the use of remittances in rural investments	Lumpsum	1	60,000	60 000.0	-	-	-	60 000.00
	C. Financial education and digital inclusion program for MSME								

	Financial education and digital inclusion program for MSME	Lumpsum	1	6,000	6 000.0	-	-	3 000.00	3 000.00
	D. Capacity Building for Financial Institutions to support 4P (workshop, field days, etc)								
	Capacity Building for Financial Institutions to support 4P (workshop, field days, etc)	Lumpsum	2	2,000	4 000.0	-	-	2 000.00	2 000.00
	E. Staffing								
	International rural finance and agribusiness consultant	person-day	-	600	-	-	-	-	-
	Rural finance and agribusiness local consultant	Person-day	-	400	-	-	-	-	-
	Internal Bank support	Person-day	3	400	1 200.0	-	-	600.00	600.00
	PMU Rural finance and agribusiness specialist	Person-month	3	2,500	7 500.0	-	-	3 750.00	3 750.00
	Subtotal E. Staffing				8 700.0	-	-	4 350.0	4 350.0
	Total Investment Costs				108 700.0	-	-	39 350.0	69 350.0
	II. Recurrent Costs								
	A. Travel and Allowances								
	International consultant travel expenses - Ticket	Trips	1	7,000	7 000.0	-	-	7 000.00	-
	International consultant travel expenses - DSA	Days	20	200	4 000.0	-	-	4 000.00	-
	Total Recurrent Costs				11 000.0	-	-	11 000.0	-
Subtotal Subcomponent 3.2					119 700.0	-	-	50 350.0	69 350.0
Subcomponent 3.3	Climate smart investments for agri-business including eco-tourism delivered								
	Implementation of matching grants	Lumpsum	-	3,432,000	-	-	-	-	-
	B. Service provider for the TA of matching grant implementation								
	Service provider for the TA of matching grant implementation	Lumpsum	-	105,600	-	-	-	-	-
Subtotal Subcomponent 3.3					-	-	-	-	-

Total Component 3					169 700.0	-	-	75 350.0	94 350.0
Component 4	Policy and institutional environment								
Subcomponent 4.1	Innovative policies developed								
	A. Policy development								
	Policy studies	studies	-	10,000	-	-	-	-	-
	Policy workshops	Workshop	-	5,000	-	-	-	-	-
	Subtotal A. Policy development				-	-	-	-	-
	B. GEF Support								
	GEF support	Lumpsum	-	932,165	-	-	-	-	-
Subtotal Subcomponent 4.1					-	-	-	-	-
Subcomponent 4.2	Institutional Support								
	A. Institutional Support								
	Capacity assessments and capacity building	Lumpsum	-	4,000	-				
	Support to Cakaudrove Youth Council	Lumpsum	-	4,000	-				
	Establishment of National Remittance Stakeholder Network	Lumpsum	0.15	160,000	24 000.0			12 000.00	12 000.00
	Youth awards	Lumpsum	-	1,000	-				
	Outreach activities	Lumpsum	1	2,000	2 000.0			1 000.00	1 000.00
	Youth ambassadors	Lumpsum	-	3,000	-				
Subtotal Subcomponent 4.2					26 000.0	-	-	13 000.0	13 000.0
Subcomponent 4.3	Innovative models for environmentally sustainable and climate resilient economic initiatives								

	A.South South Technical Cooperation Initiative								
	South South Technical Cooperation Initiative	Grants	-	3,000,000	-	-	-	-	-
	B. Knowledge and Learning for Climate-Smart Innovation								
	Knowledge sharing workshops and learning events	Lumpsum	-	18,000	-	-	-	-	-
	Project newsletter	Lumpsum	-	1,000	-	-	-	-	-
	Development of knowledge products	Lumpsum	-	4,400	-	-	-	-	-
	Project website	Lumpsum	-	4,000	-	-	-	-	-
					-	-	-	-	-
Subtotal Subcomponent 4.3					-	-	-	-	-
Project Management									
	A. Staffing								
	Project Director	Person-month	6	3,500	21 000.0	-	7 000.00	7 000.00	7 000.00
	Technical Manager - IFAD investment-related activities	Person-month	9	2,500	22 500.0	-	7 500.00	7 500.00	7 500.00
	GEF investment-related activities	Person-month	-		-	-	-	-	-
	Financial Management and Administration Manager	Person-month	6	2,200	13 200.0	-	4 400.00	4 400.00	4 400.00
	Procurement Assistant	Person-month	6	2,000	12 000.0	-	4 000.00	4 000.00	4 000.00
	M&E officer	Person-month	6	2,200	13 200.0	-	4 400.00	4 400.00	4 400.00
	KM officer	Person-month	6	2,200	13 200.0	-	4 400.00	4 400.00	4 400.00
	Finance Assistant	Person-month	6	1,200	7 200.0	-	2 400.00	2 400.00	2 400.00
	Procurement Consultant	Person-month	4	4,000	16 000.0	-	5 333.33	5 333.33	5 333.33
	Office Assistant	Person-month	6	1,000	6 000.0	-	2 000.00	2 000.00	2 000.00
	Gender Equality and Social Inclusion Officer	Person-month	6	1,800	10 800.0	-	3 600.00	3 600.00	3 600.00
	Project expeditor	Person-day	90	600	54 000.0	13 500.00	13 500.00	13 500.00	13 500.00
	Subtotal A. Staffing				189 100.0	13 500.0	58 533.3	58 533.3	58 533.3

	B. M&E System Design								
	M&E and KM International Consultant	Person-day	45	600	27 000.0	-	9 000.00	9 000.00	9 000.00
	National inception workshop	Lumpsum	1	4,000	4 000.0	-	4 000.00	-	-
	Provincial inception workshop	Lumpsum	1	4,000	4 000.0	-	4 000.00	-	-
	Baseline study	Lumpsum	1	30,000	30 000.0	-	30 000.00	-	-
	Project MIS	Lumpsum	1	20,000	20 000.0	-	10 000.00	10 000.00	-
	Mid-term review analysis (performance analysis)	Lumpsum	-	15,000	-	-	-	-	-
	Final evaluation	Lumpsum	-	30,000	-	-	-	-	-
	Provincial steering committees	Meeting	1	2,000	2 000.0	-	-	-	2 000.00
	GEF support to M&E	Lumpsum	-	190,995	-	-	-	-	-
	Subtotal B. M&E System Design				87 000.0	-	57 000.0	19 000.0	11 000.0
	C. Office Vehicles and Equipment								
	Rent of vehicle for field activities	Month	4	2,000	8 000.0		2 666.67	2 666.67	2 666.67
	Laptops, Furniture, Printer etc - Office Savusavu	Lumpsum	0.5	25,000	12 500.0			6 250.00	6 250.00
	Subtotal Office Vehicles and Equipment				20 500.0	-	2 666.7	8 916.7	8 916.7
	Total Investment Costs				296 600.0	13 500.0	118 200.0	86 450.0	78 450.0
	II. Recurrent Costs								
	A. Travel and Allowances								
	Travels (flights) for PMU and other staff	Trips	9	500	4 500.0	-	1 500.00	1 500.00	1 500.00
	DSA for PMU and other staff	Days	30	150	4 500.0	-	1 500.00	1 500.00	1 500.00
	Travels (flights) for Steering Committee (to Savusavu)	Trips	6	500	3 000.0	-	-	-	3 000.00
	DSA for Steering Committee (Savusavu)	Days	10	150	1 500.0	-	-	-	1 500.00
	Travels for field activities in villages - Savusavu	Trips	22	300	6 600.0		2 200.00	2 200.00	2 200.00
	Subtotal A. Travel and Allowances				20 100.0	-	5 200.0	5 200.0	9 700.0
	B. Maintenance and Operation								

	Office Equipment & maintenance costs	Month	6	800	4 800.0		1 600.00	1 600.00	1 600.00
	Office rental	Month	6	1,300	7 800.0		2 600.00	2 600.00	2 600.00
	Services (water, electricity, internet)	Month	6	800	4 800.0		1 600.00	1 600.00	1 600.00
	Office Equipment and maintenance costs - public institutions	Month	6	1,496	9 543.7		3 181.23	3 181.23	3 181.23
	Subtotal B. Maintenance and Operation				26 943.7	-	8 981.2	8 981.2	8 981.2
	Total Recurrent Costs				47 043.7	-	14 181.2	14 181.2	18 681.2
Subtotal Project Management					343 643.7	13 500.0	132 381.2	100 631.2	97 131.2
Total Component 4					369 643.69	13 500.00	132 381.23	113 631.23	110 131.23
TOTAL YR 1 AWPB ESTIMATE					1 118 625.82	13 500.00	210 441.16	444 833.96	449 850.70

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 7: Financial Management Assessment

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 7 - Financial Management Assessment

Summary of Financial Management arrangements

Project Management Unit. A PMU will be established in Savusavu-Fiji and will be embedded in MoAW Crop Extension Division. The PMU will be responsible for carrying out Fiji GREEN implementation and will be fully accountable for project performance and the integration and utilization of IFAD and GEF funds. Its responsibilities will include: (i) providing strategic guidance to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report (PDR); ii) ensuring the financial and administrative management of project resources in line with IFAD Loan Agreement and GEF Grant Agreement, as well as IFAD and GEF rules; (iii) planning project activities in consultation with project stakeholders; (iv) procuring project-related services and supplies; (iv) coordinating project activities with the various project partners; (v) securing M&E and KM in relation to all activities; and (vi) promoting inclusive approaches and the mainstreaming of targeting and gender requirements in all of the project activities.

On behalf of MoAW, the PMU will establish an MoU with MoE to define partnership modalities for BE-GREEN implementation and successful integration of IFAD and GEF financing. These modalities will be further developed during the GEF design.

The PMU will be led by a Project Director (PD), who will have responsibility for managing the whole project, ensuring synergies between GEF and IFAD financing, ensuring coordination with GoF and other donors' funded projects activities (particularly the World Bank Tourism Development Program in Vanua Levu) to allow complementarity and avoid duplication; and ensure regular consultations with the Provincial and the National Steering Committees.

The Project Director will be supported by two Technical Managers (TM), who will oversee and support the implementation of GEF-and IFAD-related activities, respectively, and will each lead a technical team. A back-office team jointly financed by IFAD and GEF resources will support overall project implementation.

Financial Management: Ministry of Agriculture and Waterways (MoAW), the Lead Project Agency, will manage the project's FM through a dedicated PMU, disbursing loan and grant funds to implementing agencies (IAs) against the approved AWPB and manage/coordinate monitoring and financial reporting. MoAW has prior experience implementing an IFAD-funded project (The Fiji Agricultural Partnership Project-FAPP) and intends to improve FM based on lessons learnt. MoUs with IFAD no-objection would be signed between MoAW, Ministry of Environment ("MOE") and participating agencies to outline FM requirements and responsibilities.

Organization and Staffing: PMU will be responsible for overall FM and internal control systems of the project, with the support of a Finance Officer and Assistant. The project finance team of qualified professionals with relevant experience will be competitively recruited. At the outset, training will be provided to staff to familiarize them with FM needs.

Budgeting: The PMU will prepare an AWPB and procurement plan in the IFAD format with sufficient detail, by category, component and financiers, in accordance with IFAD procedures, Financial Management Act 2004 and Finance Instructions 2010 regulations of the Government of Fiji. The AWPB will be approved by the National Project Steering Committee (NPSC) and sent to IFAD for no-objection 60 days before the start of the FY (Country Fiscal year 01 August to 31 July since 2016). Depending on the available features in the accounting software, AWPB may be

entered in the Financial Management Information System (FMIS) for comparison of the expenditure against the budget.

Fund flow and Disbursements Arrangements: Two Designated Accounts (DAs) in USD for BE-GREEN Project will be opened at the Reserve Bank of Fiji (RBF), the Central Bank, with the authorization of the Ministry of Finance (MOF) Treasury Division to receive funds from IFAD. With the approval of the MOF, the MOAW PMU will open two Project Operating Accounts in Fiji Dollars for loan and grant at a commercial bank, to receive funds from the Project's DAs. Disbursement of funds from IFAD will follow the revolving fund mechanism on submission of the Interim Financial Reports (IFRs) and Withdrawal Applications (WAs) through the IFAD Client Portal (ICP). MOF will approve the WAs for payment processing. Details of the quarterly IFRs; IFRs submission date and disbursement procedures are in the handbook and FMFC letter. A fund-flow diagram is provided in the project implementation manual (PIM). To prevent commingling of funds, separate DAs for each co-financier including GoF funds will be opened in Fiji Dollars. PMU will monitor and record both in-kind and cash contributions from project beneficiaries and the GoF.

Internal Controls: PIM will specify internal control procedures such as accounting function, segregation, payments, procurement, account reconciliation and preparation of the financial reports and WAs, user access and authorization for accounting software. The internal audit of the project will be conducted by the Internal Audit Unit of the MOF on a quarterly basis and internal audit reports will be made available to IFAD on request.

Accounting and Financial Reporting: GoF finance and accounting policies and IFAD procedures will be embedded in the PIM. The PMU will adopt the cash-basis International Public Sector Accounting Standards (IPSAS) for financial reporting, which are accounting policies acceptable to IFAD. Accounts of the Project will be maintained using the FMIS for recording transactions and generating IFAD's required financial reports. PMU shall provide the quarterly IFRs, unaudited financial statements and audited financial statements, audit reports (AR) and management letters (ML) to IFAD within the stipulated timeline.

External Audit: The Auditor General, Office of the Auditor General-Supreme Audit Institution (SAI) of the GoF will audit the project. The Audit Report (AR) will follow the specified structure of the IFAD Handbook for Financial Reporting and Auditing and include an ML with comments on project internal controls. The SAI will adhere to the Auditing Standard that is acceptable to IFAD. The AR will be submitted to IFAD within 6 months after the FY end.

The IFAD Anti-Corruption Guidelines are expected to be followed by IAs to prevent fraud and corruption. To mitigate risks, FM measures include reviews of annual external audit and internal audit, approved FM procedures and controls, periodic IFRs, and reviews by IFAD. There will be a beneficiaries' grievance mechanism under the SECAP procedures to ensure any compliance with standards and address non-compliance promptly. These measures aim to ensure the integrity of the project.

The country financial management inherent risk is "low". However, the overall inherent risk of PMU is rated moderate, and residual risk remains moderate. Mitigation measures will be implemented during implementation, followed by review and amendment of residual risks rating based on FM assessments during supervision.

I. Project financial profile

The total project cost is estimated at USD 24.26 million over a six-year period (2026-2031) of implementation. The estimated project financing includes an IFAD Highly Concessional loan of USD 5.30 million (regular Performance-Based Allocation System-PBAS allocation of USD 4.5m and Climate Top Up of USD 0.8m), GEF 8 Star grant co-financing of USD 8.23 million, Financial GAP of USD 7.7 million, and an estimated Government contribution of USD 1.17 million primarily in-kind, taxes and duties. Beneficiaries and the private sector are also expected to contribute provisionally USD 0.15 million (in kind and labor primarily) and Private enterprise in cash contribution (matching grants) USD 1.71 million respectively. Of the USD 7.7 million in financing gap, approximately US\$ 4.7 million may be sourced through subsequent performance-based allocation system (PBAS) cycles and/or through the Borrowed Resource Access Mechanism- subject to applicable financing terms, internal procedures and subsequent Executive Board approval or through co-financing opportunities identified during implementation. The remaining USD 3 million is anticipated to be financed by an SSTC grant.

The project disbursements categories comprise of i) Equipment and Materials (including Goods, Services and Inputs); ii) Grants and Subsidies; iii) Trainings and Workshops; iv) iv) Consultancies and Studies; and v) Recurrent (Operating) costs which are allocated across various co-financiers.

Recurrent costs account for approximately 10.45% of the total programme budget (USD 2.53 million out of USD 24.26 million). Under IFAD13 loan financing, recurrent costs represent 20.9%, which exceed the acceptable threshold of 15% set by IFAD guidelines at the project design stage. Project management costs (PMCs) under GEF8 grant constitute 7.5%.

II. Implementation Arrangements

The Ministry of Finance, Strategic Planning, National Planning & Development division will formally represent the Republic of Fiji on matters pertaining to the FIJI GREEN project as the borrower of loan and recipient of grant funds from IFAD, while the MoAW will serve as the lead implementing agency, providing strategic policy guidance and oversight of the project. MoAW has prior experience implementing an IFAD-funded project (The Fiji Agricultural Partnership Project-FAPP) and intends to improve FM based on lessons learnt. The day-to-day project implementation of FIJI GREEN will be the responsibility of an independent PMU established by the MoAW-Crop Extension Division in Savusavu. The technical departments of MoAW and MOE will work closely with the PMU to facilitate programme implementation by offering technical expertise in the project's relevant technical areas. The project finance positions are likely to be filled before all disbursement requirements are completed and release of funds.

The PMU will be in charge of the overall financial management of the Programme. It will be in charge of releasing funds against approved AWPBs, making payments to suppliers and contractors for completed services and works, and coordinating overall monitoring and financial reporting mechanism for the Programme. MoUs with IFAD no-objection will be signed between MoAW, Ministry of Environment ("MOE") and participating agencies to outline implementation arrangement, FM requirements and their responsibilities.

The project will follow budgeting, financial accounting and reporting using the government's FMIS system. Internal audit unit of MoF-Fiji assigned to the MoAW will perform the project's internal audit, while the Office of the Auditor General of Fiji will conduct the external audit of the project.

Summary of FM Risks and mitigating actions:

Summary	Brief description of issues	Inherent Risk at design: H/S/M/L	Mitigation Measures	Residual Risk H/S/M/L
Country level	Transparency International (TI): Fiji's 2023 TI Corruption Perception Index (CPI) score is 52, one point lower than 2022 index i.e., 53rd position. Fiji has slipped from 49th position in 2022 to 53rd ranked out of 180 countries in terms of relative degree of corruption in 2023. Fiji is the highest scoring Pacific country, due to the valuable work of the Fiji Independent Commission Against Corruption (FICAC). As one of the few countries in the region with a national anti-corruption agency, Fiji stands as a model of other success that must be built upon. Public Financial Management: Based on the Republic of Fiji 2019 PEFA Assessment 2019, Public Expenditures and Financial Accountability (PEFA) Assessment, Technical Assistance Report (February 2020) showed improvements in Fiji's Public Financial Management Systems. Overall, the results of the PEFA show that the public financial management system in Fiji is on track to be strong in terms of control of the execution of the budget. As noted, the overriding feature of PFM in Fiji has been the over ambitious revenue forecasts for the budget in the three years covered by the PEFA Assessment. Aggregate fiscal discipline is achieved due to control over spending during budget execution, as well as realistic revenue forecasts. The internal control environment is generally sound. The Ministry of Economy is responsible for overall public financial management and ensures the promotion of sound financial resource management practices among the various	Low	To reduce risks at the country level, a ring-fenced PMU with specific FM and implementation arrangements will be established.	Low

	Government agencies. In 2024 and 2025, Fiji's economy is forecasted to return to the pre-pandemic trend and grow by 3.8% and 3% respectively. Debt distress status of country (if relevant): Government's total debt stock at the end of the fiscal year was Fiji \$ 9,747.5 million (FY2022: Fiji \$ 9,131.5 million), recording a 6.7% annual increase. Debt as a percentage of GDP (Source: Upward revision to GDP following approval by the Macroeconomic Committee on 01 June 2023) stood at 80.0% (FY2022: 88.8%). Domestic debt remains the major source of financing for the Government with a stock value of Fiji \$ 6,170.5 million, representing 63.3% of total Government debt. External debt stood at Fiji \$ 3,577.0 million representing 36.7% of Government total debt. The biggest lenders of external debts are the Asian Development Bank and World Bank, though the country also has outstanding loans from Chinese, Japanese and European Union lending institutions.			
Entity level	Ministry of Agriculture and Waterways (MoAW), the Lead Project Agency will manage the project's FM through a dedicated PMU, disbursing loan and grant funds to implementing agencies (IAs) against the approved AWPB and manage/coordinate monitoring and financial reporting. MoAW has prior experience implementing an IFAD-funded project (The Fiji Agricultural Partnership Project-FAPP). The MOAW has a comprehensive finance manual to ensure a strong internal control environment. The MoAW structure is capable of carrying out the project, and staff are hired competitively. Based on the latest SM report of a previous project, the segregation	Moderate	To reduce risks at the entity level, a ring-fenced PMU with specific FM and implementation arrangements will be established.	Moderate

	of roles was deemed to be appropriate despite the project manager post being vacant for more than seven months. The government's Financial Management and Information System is used for budgeting, fund flow, accounting, and financial reporting on the project. The previous project-specific internal audit was completed by the internal audit unit of MOF and no major internal control findings were reported. It was also noted that internal controls were in place and supporting documentation was easily accessible. The previous project's counterpart funding i.e. GoF funding resources, were delivered on time. There were no reported contributions from beneficiaries or participating banks until the implementation of Matching Grants to capitalize business expansion activity under Component 2. The Office of the Auditor General (OAG - the Supreme Audit Institution) conducted the final audit, and the audit report issued, followed the International Standards on Auditing (ISA). The audit package included a management letter, which revealed no significant internal control issues with internal controls. The final audit report, certified financial statements and management letter had been submitted four months after deadline and Audit Opinion was unqualified with an emphasis on matter paragraph.			
Project level	A Project Management Unit (PMU) will be established in Savusavu, and will be hosted by MoAW Crop Extension Division to assist in carrying out project implementation responsibilities and ensuring the integration of IFAD loan and grant (GEF) sources of funds as well as Republic of Fiji government co-financing and beneficiaries' contributions. The project consists of three components and is being executed in collaboration with two government ministries i.e. MoAW and MOE of the Republic of Fiji. The funding	Moderate		Moderate

	arrangement is complex, including two financing instruments of IFAD sources of fund i.e., one for loan and one for the GEF grant funds, Republic of Fiji government Co-financing and beneficiaries' contributions. A National Project Steering Committee (NPSC) will be established. It will be co-chaired by the Permanent Secretaries of MoAW and MoECC, respectively, and will include representatives from MoECC, Ministry of Tauke Affairs, Ministry of Rural and Maritime Development, Ministry of Tourism and Civil Aviation, Ministry of Sugar Industry, Partner Financial Institutions and the Chamber of Commerce and Industry. The project will collaborate with numerous ministries and two lead implementing partners, namely Partners in Community Development Fiji (PCDF) and the Pacific Island Farmers Organisation Network (PIFON), as well as district facilitators. The PMU's primary responsibilities will include financial management, procurement, information systems (MIS), and monitoring and evaluation. Financial management risks identified at the project level include poor budget execution due to sluggish procurement processes, insufficient internal audit coverage, and late submission of certified financial statements, audit reports, and management letters.			

Control Risk Assessment Pillars

Organization and Staffing	There are various administrative levels of implementation of the project namely the PMU, government implementing agencies (MOAW and MOE), lead implementing partners PCDF and PIFON; and participating agencies to outline FM requirements and responsibilities and all of which will have FM fiduciary obligations. A previous IFAD funded project implemented through the same lead project agency had issues with	Moderate	There will be Memorandums of Understandings (MoUs) between MoAW, MOE and other participating implementing agencies outlining financial reporting requirements. Any non-compliant implementing agency may have their PMU disbursements	Moderate

	timeliness and quality of financial reports from the implementing agency and participating agencies. There is no standard written version for job descriptions i.e. KPI of PMU staff. Lack of qualified and experienced accountants and the FM staff turnover are a major issue in the country, which may have impact on financial management and compliance with the IFAD reporting requirements. There may be delays in recruiting FM staff positions with appropriately experienced and qualified candidates.	suspended as a penalty for non-compliance. The project will need to recruit adequately qualified FM staff. The recruitment of FM staff should be open to all potential candidates, and transparent hiring processes must be followed. All finance staff must complete the IFAD Online Finance Management Practices and Procedures course, as well as the IFAD Anti-Corruption Training. In addition, the PMU-finance team must attend start up mission on IFAD financial management requirements led by the IFAD Finance Officer. Furthermore, capacity building in the area of financial management should be provided by IFAD to PMU personnel. The capacity building will include familiarization with procedures on financial reporting, expenditure categorizations across components, and categories, financial reporting timeliness and other financial management issues related to the Project. A Project Implementation Manual (PIM) will be developed for effective financial	

			management with clear procedures and controls, and responsibilities of the project finance staff.	
Budgeting	The project includes numerous financiers, including IFAD-loan and grant (GEF) funds, government co-financing, and beneficiaries' contributions. Funds may be mixed up in budgeting and expenditure allocations to these multiple financiers. According to the Financial Management Act 2004 and Finance Instructions 2010 Regulations of the Government of Fiji, the Budget and Planning Division of MOF is responsible for the preparation of the national budget as well as the monitoring of Government expenditures. The annual programs of Donor funded project budgets must be approved into the national budget every year, according to a prescribed timeline. Due to lengthy administrative procedures, there is a risk that the project will fail to submit its yearly work plan and budget on time. There is a risk that the annual work plan and budgets (AWPB) are not prepared or revised on a timely basis, resulting in funds not being available when needed and poor execution of budget. The expenses may not be as per the AWPB (budget) or not within the budget ceilings. The budget does not have functional or program classification system and key performance indicators (KPI). There is no link between the medium-term perspective in expenditure budgeting and costed strategic plans and an absence of a focus on achieving results that are consistent with a strategic allocation of resources.	Substantial	The annual work plan and budget need to be prepared based on the PDR and COSTAB following the government budgeting procedures and in the format (template) prescribed by the IFAD showing detailed budget by category, component; and financiers (sources of funds) and all other required information. The PMU will submit the AWPB 60 days before start of the fiscal year (i.e., Country Fiscal year 01 August to 31 July since 2016) The PMU will coordinate the budget preparation procedures by developing a budget calendar that adheres precisely to the national budget's timelines and major deliverables. PMU should develop policies and procedures on IFAD AWPB (budget) and controls system. In addition, the approved budget will be coded in the FMIS for easy monitoring and management of spending throughout the year. Budget execution should be monitored	Substantial

			periodically comparing actual expenditures with the approved budgets in terms of activities completed and amounts. Capacity building in budgeting process/preparation and controls for PMU-MoAW; MoE and participating agencies and their staff.	
Funds flow and Disbursements Arrangements	There is a risk of commingling of funds at the entity which will be provided with advances for implementation of project activities. This includes Ministry of Finance which will receive advances from IFAD, MoAW-Implementing agency; MOE; and participating agencies. Also, in addition to external development partners financing, there are Counterpart finances expected to be received from the Government and in-kind contributions from the beneficiaries. This risk arises due to lack of streamlined and robust mechanisms of fund flow and reporting. Delays in submission and approval of withdrawal applications may create cash flow problems for PMU and interrupt the implementation of Project activities and achieving project objectives within the project period. Due to limitation of spending of Fiji \$150,000 per day by the Ministry, PMU needs to take prior approval for expenditures greater than the limit from the Cash Management Unit which may not be approved on time because of incomplete documentation or delays in government processes, which may impact the smooth implementation of project activities and achieving project objective within the project period.	Substantial	To mitigate risks of commingled funds and ease of accounting of any advances provided, funds will be held in Project Designated Accounts (DAs) i.e. one DA for the loan fund and one DA for the grant fund at the Reserve Bank of Fiji (RBF), the Central Bank, in accordance with the provisions of the IFAD financing agreement for which there will be monthly bank accounts reconciliation and financial reports. All partnering institutions that will receive project funds will have sub-project accounts for segregating the funds received. To prevent commingling of funds, separate project accounts for each co-financier including GoF funds will be opened in Fiji Dollar. The monthly financial reports will be submitted to PMU for monitoring operations of sub-accounts (i.e. project	Substantial

			operating accounts) and consolidation. All partnering institutions will sign MoUs clearly highlighting the requirements for a separate bank account and financial reporting requirements. IFAD loan disbursement handbook and PIM developed for the project specify disbursement procedures and quarterly submission of Withdrawal Application (WA) aligned with IFRs. Government needs to release approved budgets on a monthly basis based on the cash forecast within the approved AWPB for smooth implementation of the project. In addition, the Government needs to remove the daily spending limitation of cash outflow.	
Internal Controls	Weak management of investments affects the strategic allocation of resources. Recurrent cost implication of investment is not factored into the budgeting process and optimal investments are not selected to generate the best result. Inadequate internal controls in MoAW (Implementing Agency); MOE and participating agencies may result in ineligible expenditure or non-compliance with terms of the financing agreements, disrupting implementation.	Moderate	Project implementing agency needs to develop effective internal control systems as per the Committee of Sponsoring Organizations (COSO) framework and guidelines in the project implementation manual and obtain approval of the National Project Steering Committee (NPSC) and a No-objection from IFAD. In addition, intensive	Moderate

	The untimely information on the extra budgetary sector weakens the strategic allocation of resources. The lack of performance targets and outcomes deters from the efficient use of resources in service delivery units. Control of contractual commitments is effective although the information on arrears is weak and needs to be addressed.		FM training of project finance staff is required.	
Accounting and Financial Reporting	There are notable weaknesses and delays in timely preparation of the annual financial statements that impinge on realizing the benefits of good external scrutiny and their effectiveness of use of financial performance. Failure of Project finance department to prepare and submit the quarterly financial reports as per IFAD Financial Management and Financial Control Handbook in a timely manner.	Moderate	Preparation of detailed financial management and reporting procedures as part of the PIM and intensive training of PMU and project finance personnel in their use. Fully customized and well-maintained accounting software (FMIS) should be utilized for effective financial operations of the project and generating required financial reports. Training should be provided to project finance personnel in the use of the accounting software and in generating required reports properly. Timely submission of interim financial reports (IFRs) and annual unaudited financial statements of project.	Moderate
External Audit	Delay in the preparation of consolidated annual financial statements delays timely audits which in turn limits the effectiveness of oversight. The Office of the Auditor General (SAI) uses the International Standards on Auditing (ISAs). The Government	Moderate	Conduct audit of the project in accordance with the relevant auditing standards of the international standards of supreme audit institutions/International standards on	Moderate

	accounting basis is the Cash Basis of International Public Sector Accounting Standards (IPSAS). The Supreme Audit Institutions should use the relevant international standards on auditing/international standards of supreme audit institutions. Delay in timely submission of audited financial statements weakens accountability.		Auditing and submit the audit report and the management letter within the due date.	
Overall FM Risk at design	Country Fiduciary Risk: The Fiji's inherent fiduciary risk rating is "low". Fiji's 2023 Transparency International (TI) Corruption Perception Index (CPI) score is 52, one point lower than 2022 index i.e., 53rd position. Fiji has slipped from 49th position in 2022 to 53rd ranked out of 180 countries in terms of relative degree of corruption in 2023. However, the overall inherent risk of PMU is rated as moderate because the project faces the following FM risks: a lack of qualified and experienced accountants, as well as FM staff turnover due to high staff mobility, which may have an impact on financial management and IFAD reporting compliance. The budget does not have functional or program classification system and the absence of key performance indicators (KPI). There is no link between the medium-term perspective in expenditure budgeting and costed strategic plans and an absence of focus on achieving results that are consistent with a strategic allocation of resources. The limitation of spending per day may impact on timely payments for the project expenditures. The Project has multiple sources of funding for distinct activities, thus there is a risk of mix-up in budgeting and expenditure allocations to these multiple financiers during implementation, and risk of commingling of funds at the entity that will receive advances for the implementation of program activities. There are notable weaknesses in timely preparation of the annual financial statements that impinge on timely submission of audit reports by the Office of the Auditor General.	Moderate	The project will need to recruit qualified FM staff. The recruitment of FM staff should be open to all potential candidates, and transparent processes must be followed. Capacity-building training will be provided at the start-up stage to acquaint project staff with FM requirements. MoUs will be signed between MOAW and participating implementing agencies, outlining FM requirements and obligations. A fully customized and well-maintained accounting software should be in place before project effectiveness and to control and manage the financial operations of the project. This will mitigate potential internal control risks. In addition, each implementing entity will have ring-fenced bank accounts to separate fund received and track advances. The AWPB will be developed with information on financiers and the quantity of financing	Moderate

			for each activity to assist finance teams in expenditure mapping. Furthermore, the project implementing agency needs to develop effective internal control systems as per the Committee of Sponsoring Organizations (COSO) framework and guidelines in the Project Implementation Manual (PIM) and provide intensive training to project finance staff in their use. Efficient implementation of the aforementioned mitigating measures would ensure that the project accomplishes its overall programme objectives. However, the inherent risk is rated moderate, and residual risk remains moderate. Once the mitigation measures are put in place during implementation, FM assessments will be made during supervision missions and amendments of residual risks ratings will be made based on supervision observations.	

Financial Management and Disbursement Arrangements

1) Financial management organization and staffing

The MoAW- Crop Extension Division in Savusavu-Fiji will establish an independent PMU with a properly staffed FM division. The FIJI GREEN project will have the following

finance staff: Finance Officer and Assistant. Furthermore, each participating agency will appoint a finance focal person who will be in charge of organizing and reporting on financial activities inside the organizations, as well as providing regular updates to PMU-Finance Officer. The PMU's finance officer will be in charge of the overall financial management of the Programme and is expected to have a master's degree in finance/accounting or be a CA/CPA/ACCA certified member. A bachelor's degree in accounting, commerce, or business administration is required for the Finance assistant roles. The finance officer position should be filled before the commencement of the project, and the remaining positions should be filled within the first three/four months. The implementing agency should hire all project staff on a competitive basis, and selection requires the IFAD No Objection Letter (NOL). The PMU staff will be employed on a fixed-term contract for one-year, renewable dependent on performance. The FM Capacity-building training will be provided during the start-up mission to familiarize project staff with FM requirements. PIM will provide detailed job descriptions as well as terms of references.

2) Budgeting:

In Fiji, project budgets are subject to many layers of approval before funds are made available for project implementation. MOF-The Budget and Planning Division, in collaboration with the Budget and International Cooperation Division, is in charge of preparing the national budget and monitoring the government's expenditure budget. PMU will produce the AWPB after consulting with the MoAW (Lead Project Agency), and all collaborating agencies, and then submit it to the MoF-Budget and Planning Division for review. Once approved by the MoF's Budget and Planning Division, the project budget will be presented to the cabinet for approval. Following cabinet approval, the entire budget is given to the parliament for review and approval. Budget circulars are normally issued approximately two to three months before the start of the new fiscal year.

Project budgeting will be undertaken by the PMU-MOAW in accordance with IFAD procedures, Financial Management Act 2004 and Finance Instructions 2010 regulations of the Government of Fiji. All project activities will be coordinated through Annual Work plans and Budgets (AWPBs), which are based on PDR/COSTAB and financing agreements. The AWPB will be developed with sufficient details indicating the sources of funding and the share of financing for each activity. In addition, the AWPB will be completed on time, approved by the National Project Steering Committee (NPSC), and provided to IFAD for no objection 60 days before the start of the fiscal year (Country Fiscal Year 01 August to 31 July since 2016) before budget execution. National budget of the Government of Fiji is provided budget information on the FMIS system, which has only recently begun to function. The project budget will be recorded in the FMIS system and reported to both the government and IFAD. For simplicity of planning and monitoring, the AWPB for each component will be expanded into quarterly physical and financial targets, which will serve as the foundation for monthly and quarterly planning and progress reports.

3) Disbursement Arrangements and Flow of Funds:

Two Designated Accounts (DAs) in USD for BE-GREEN Project will be opened at the Reserve Bank of Fiji (RBF), the Central Bank, with the authorization of the Ministry of Finance (MOF) Treasury Division to receive funds from IFAD. With the approval of the MOF, the MOAW-PMU will open two Project Operating Accounts in Fiji Dollars (local currency) for loan and grant funds at a commercial bank, to receive funds from the Project's DAs. The initial advance should be equal to or less than the forecast amount of IFAD-financed expenditures approved in the Annual Work Plan and Budget (AWPB) for six months. Following the submission of Interim Financial Reports (IFRs) and Withdrawal Applications (WAs) through the IFAD Client Portal (ICP), funds will be

disbursed by IFAD using the revolving fund system. MOF will approve the WAs for payment processing. Details of the quarterly IFRs; IFRs submission date and disbursement procedures are in the handbook and FMFC letter. *Project Director, Project Manager and Finance Officer will be the cosignatories for the management of bank accounts and disbursements.*

A fund-flow diagram is provided in the project implementation manual (PIM). To prevent commingling of funds, DAs for different sources of financing will be established, with separate bank accounts for each co-financier. GoF funds will also be disbursed from a separate bank account in Fiji Dollars. The AWPB will provide detailed information on financiers and the proportion of financing for each activity, guiding finance teams with budget allocations. The flow of funds to other participating agencies will be determined by the activities and expenses agreed upon in the MOUs signed between the PMU and the IPs. PMU will monitor and record both in-kind and cash contributions from project beneficiaries and the Republic of Fiji.

4) Internal Controls and Internal audit arrangements:

The Lead Project Agency (MoAW) has a well-defined Financial Management Manual 2017. There is adequate separation of roles in accounting, payments, and procurement. Furthermore, the LPA Financial Management Manual 2017 has clearly defined FM procedures, guidelines, and internal control arrangements, which include: (a) competent personnel with clear responsibilities and adequate segregation of duties; (b) an adequate financial records management system with complete and accurate audit trail; (c) physical safeguards, including regular verifications and controls for project assets and financial documents; and (d) independent reviews.

However, the PIM will also specify key internal control procedures such as accounting function, segregation, payments, procurement, account reconciliation and preparation of the financial reports and WAs. PIM will also include information on user access and authorization for accounting software. Internal auditors will assess the internal controls of all entities receiving project funds. The internal audit of the project will be conducted by the Internal Audit Unit of the MOF on quarterly basis and internal reports will be made available to IFAD on request.

5) Accounting Systems and Financial Reporting mechanisms:

MOF and MOAW will follow the government Financial Management Act 2004 and Finance Instructions 2010 laws of the Government of Fiji and a financial manual 2017, for IFAD-funded project execution and financial management. Accounts of the Project will be maintained using the Government FMIS systems for capturing transactions and providing IFAD's required financial reports. GoF finance and accounting policies and IFAD guidance will be embedded in the PIM. The PMU will adopt the cash-basis International Public Sector Accounting Standards (IPSAS) for financial reporting, with an eventual move towards accrual accounting in the future, which are accounting policies acceptable to IFAD. Financial reporting for the programme will be done through quarterly interim financial reports (IFRs) in accordance with IFAD guidelines. To simplify financial reporting, all necessary information will be coded into the FMIS system, so that financial reporting would simply involve extracting data from the accounting system with slight modifications. PMU will keep a complete set of supporting records, including a Fixed Assets Register, an Invoice Register, a Cash Book, and a Contracts Register. To reduce fraud risks and ensure the proper execution of IFAD's anti-corruption policy, necessary measures will be implemented and assessed on a regular basis. PMU shall deliver quarterly IFRs that are due within 30 days of each quarter's closing, showing progress under each component and expenditure area, reconciled with the bank, unaudited financial statements for each fiscal year within four months of the close of the financial year and audited financial statements, audit reports (AR) and

management letters (ML) to IFAD within six months of the close of the fiscal year (i.e., end of July each year).

6) External Audit:

The Auditor General, Office of the Auditor General (Supreme Audit Institution-SAI) of the Republic of Fiji will audit the project's accounts and financial statements. The OAG employs highly qualified and experienced auditors who use audit software as well as IT systems professionals. In addition, the OAG follows ISSAI auditing standards and International Standards on Auditing (ISAs) and has an excellent track record of quality audits. The FIJI-GREEN project will be audited by the OAG, with an annual work plan to ensure adequate coverage of all components and major risk areas. The Audit Report (AR) will follow the specified structure of the IFAD Handbook for Financial Reporting and Auditing and include an ML with comments on project internal controls. The project must submit audited financial accounts to IFAD within six months of the end of the fiscal year.

Implementation Readiness:

Table: FM Actions Summary: The actions needed to mitigate FM risks are summarised below:

S. No.	Action	Responsible Party	Target Date/Covenants*
1	Open two Designated Accounts (DAs) in USD, one for the loan fund and one for the grant fund, as well as operational bank accounts in Fiji Dollars (one for the loan fund and one for the grant fund), to facilitate fund traceability, immediately after the signing of the Financing Agreements.	MoAW: Lead Project Agency	After project entry into force/disbursement conditions
2	Recruitment of key staff including FM staff. Training of all finance staff at national and sub-national level to be conducted within the start-up phase of the project.	MoAW: Lead Project Agency/PMU	Recruitment of staff will be an effectiveness condition
3	Obtain the approval of AWPB & Procurement Plan through the PSC (before disbursement at inception and subsequently by 31 May each year) and ensure that counterpart fund requirements of AWPB are reflected in the AWPB. AWPB will be subject to IFAD NO-Objection.	MoAW: Lead Project Agency/PMU	After project entry into force/disbursement condition
4	FM staff should be orientated to comply with IFAD's requirements in their work— including those relating to IFAD's Anti-corruption policy.	Finance Officer	After project entry into force

5	Start-up funds would be made available under schedule 2 of the FA for early disbursement in order to operationalise the PMU and ensure an effective start.	IFAD / MOF: Republic of Fiji	At the negotiation and signing of financing agreements
6	Organise capacity-building training for all finance staff at all implementing agencies to familiarise them with IFAD financial management and reporting requirements.	MoAW: Lead Project Agency/PMU	As soon as the funding arrangement is executed.

**Covenants are required in Financing Agreement for each of these:
effectiveness condition or disbursement condition or dated covenant.*

FM Supervision plan:

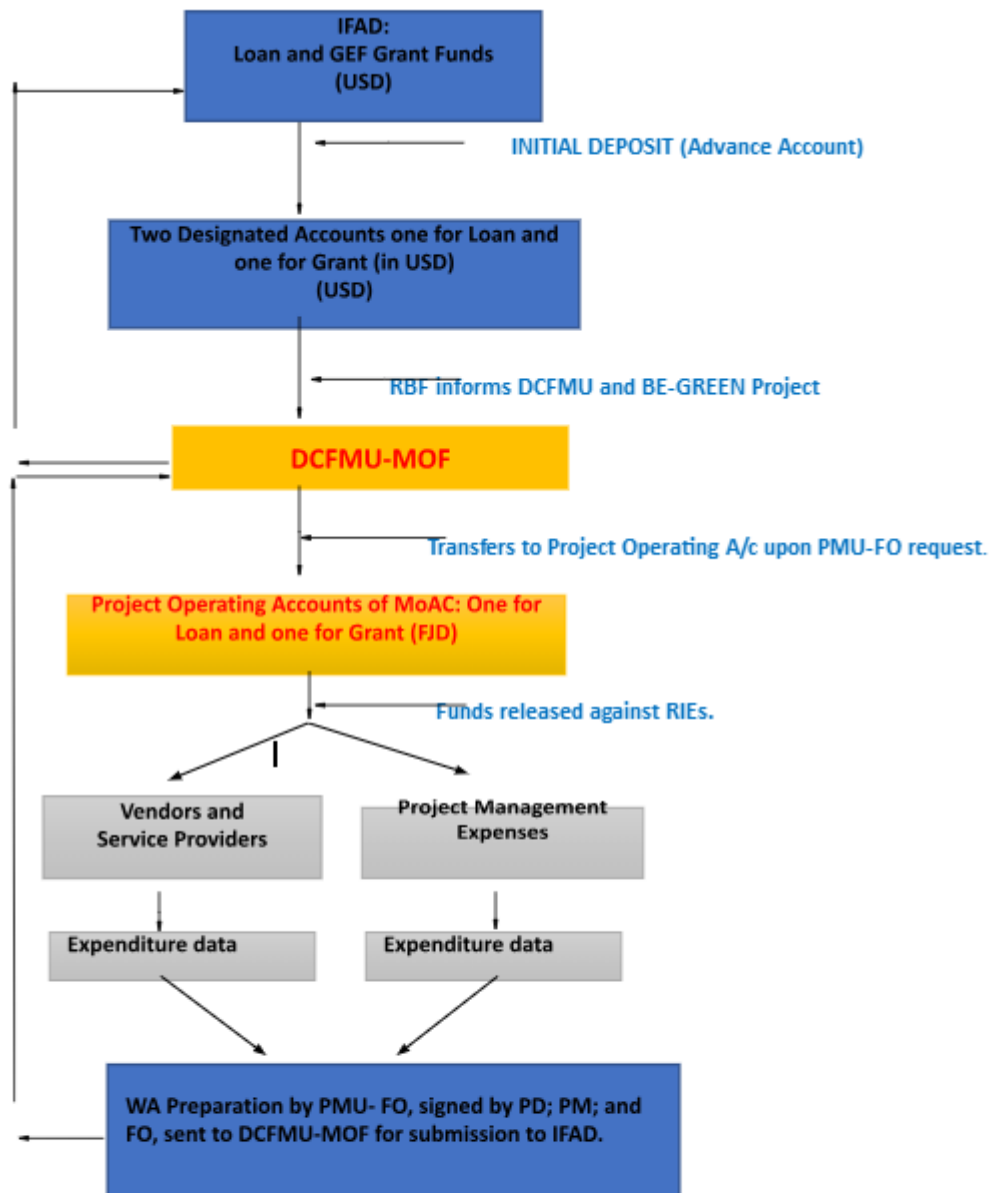
IFAD will conduct two full supervision missions during the first year of implementation to monitor project progress, train project staff on key management aspects, identify bottlenecks, and propose solutions. The frequency of subsequent monitoring and implementation support missions will be set based on project progress and the level of support required.

The IFAD- Finance Officer or a delegated Financial Management Specialist (FMS) consultant will participate in the IFAD Supervision mission at least once per year. Furthermore, IFAD-FO or FMS may participate in implementation support or special purpose missions on an annual basis, as needed and depending on risk levels and project circumstances.

The missions will define financial management ratings and ensure compliance with the IFAD's requirements. IFAD will also assess and monitor the adequacy of the financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting, and the auditing practices. The key findings and recommendations of the mission will be captured in the Aide Memoire communicated to the Government and in the published supervision mission reports.

Appendix 7.1: Flow of funds chart

FOR IFAD LOAN AND GEF GRANT FUNDS



DCFMU-MOF: Debt & Cash Flow Management Unit, Ministry of Finance
 RBF: Reserve Bank of Fiji
 (FJD): Fiji Dollar (Local Currency)
 MOAW: Ministry of Agriculture and Waterways
 RIEs: Request to incur expenditure

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 8: 18-month Procurement Plan

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Procurement Plan SUMMARY				
Country:	Fiji			
Project Name:	Blue Economy and Green Village Development Project			
Project ID:				
Version				
Version Date				
Prepared by:				
Approved by:				
Procurement Category	Plan		Actual	
Currency	USD	LCU	USD	LCU
Goods	60 000.00		-	-
Works	-		-	-
Consulting Services	514 300.00		-	-
Non-Consulting Services	-	-	-	-
Grants	-	-	-	-
TOTAL	574 300.00	-	-	-

The threshold tables below are based on the new LTB Template 2020.
Please fill in the fields that are applicable based on the provisions in the LTB for the project.

Prior Review Thresholds					
Category	Goods and goods-related Non-Consulting Services	Works and works-related Non-Consulting Services	Consulting Services and related Non-Consulting Services and/or MoU/Agreements	Individual Consultants	Decisions concerning Abnormally Low Bids shall be subject to the No Objection of IFAD:
Threshold	>= US\$ 200,000.00	>= US\$ 400,000.00	>= US\$ 150,000.00	>= US\$ 40,000.00	Only for procurement activities subject to prior review OR For all procurement activities

All Direct Contracting and Single-Source Procurements are **Prior Review** (in alignment with IFAD Procurement Handbook), or based on the thresholds stipulated in the LTB

The exchange rate at time of submission will be used for reviews.

Procurement Method Thresholds						
	CQS	QBS/LCS/FBS	QCBS	Shortlisting	SSS - Firms	SSS - Individuals
Consulting Services and related Non-Consulting Services	<= US\$ 250,000.00	< US\$ 1,000,000.00	>= US\$ 1,000,000.00	>= US\$ 250,000.00	<= US\$ 5,000.00 (subject to prior review. Justification required if above threshold)	<= US\$ 5,000.00 (or with a contract duration of 3 months or less; subject to prior review)
	Direct Contracting	Shopping	NCB	ICB	Other Procurement Methods or Arrangements	
Goods and goods-related Non-Consulting Services	>= US\$ 5,000.00 (subject to prior review. Justification required if above threshold)	<= US\$ 45,000.00	< US\$ 2,000,000.00	>= US\$ 2,000,000.00	Force Account	Not Allowed
Works and works-related Non-Consulting Services	>= US\$ 5,000.00 (subject to prior review. Justification required if above threshold)	<= US\$ 45,000.00	< US\$ 5,000,000.00	>= US\$ 5,000,000.00	Community Participation	Allowed

Procurement Plan - Goods

Fiji

Blue Economy and Green Village Development Project

Project ID:

Prepared by:

Approved by:

	USD	LCU	
Total Amount	0.00	60 000.00	Plan
	0.00	0.00	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual

Version0.00-Jan-00			Basic Data												Pre-Qualification						Bidding Process		
AW/PB/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
		Office equipment (6 laptops, furniture, printer, etc)		IFAD			Plan	Post-Qual	Post Review	NS			25 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A			
							Actual					-	-	Actual									
		Lease of vehicle for field activities		IFAD			Plan	Post-Qual	Post Review	NS			8 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A			
							Actual					-	-	Actual									
		Lease of office space		IFAD			Plan	Post-Qual	Post Review	NS			27 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A			
							Actual					-	-	Actual									
				IFAD			Plan	Post-Qual	Prior Review					Plan									
							Actual					-	-	Actual									
				IFAD			Plan	Post-Qual	Post Review	NS				Plan	N/A	N/A	N/A	N/A	N/A	N/A			
							Actual					-		Actual									
				IFAD			Plan	Post-Qual	Prior Review	NS				Plan	N/A	N/A	N/A	N/A	N/A	N/A			
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									

Procurement Plan - Goods

Fiji
Blue Economy and Green Village Development Projec
Project ID:
Prepared by:
Approved by:

Procurement
Methods
NS: National
Shopping
IS: International
Shopping
NCB: National
Competitive Bidding
ICB: International
Competitive Bidding
LIB: Limited
(International)
Bidding

Version	0.0	0-Jan-00		Bid Evaluation					Contract Award & Signature										
AWPB/Component Ref	No	Description	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
		Office equipment (6 laptops, furniture, printer, etc)						Plan								-	25 000.00		
									Actual										
		Lease of vehicle for field activities						Plan								-	8 000.00		
									Actual										
		Lease of office space						Plan								-	27 000.00		
									Actual										
								Plan								-	-		
								Actual											
								Plan								-	#REF!		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											

Version	0.0	0-Jan-00	Basic Data												Pre-Qualification						Bidding Process		
AWPB/Component Ref	№	Description	Non Consulting	Funding	Lot №/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre- or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									

Version	0.0	0-Jan-00	Basic Data												Pre-Qualification						Bidding Process		
AWPB/Component Ref	№	Description	Non Consulting	Funding	Lot №/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									

Version	0.0	0-Jan-00		Bid Evaluation					Contract Award & Signature										
AWPB/Component Ref	№	Description	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											

Version	0.0	0-Jan-00	Basic Data												Pre-Qualification						Bidding Process		
AWPB/Component Ref	№	Description	Non Consulting	Funding	Lot №/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									

Version		0.0	0-Jan-00		Bid Evaluation					Contract Award & Signature									
AWPB/Component Ref	№	Description	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											

Version	0.0	0-Jan-00	Basic Data												Pre-Qualification						Bidding Process		
AWPB/Component Ref	№	Description	Non Consulting	Funding	Lot №/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									

Version		0.0	0-Jan-00		Bid Evaluation					Contract Award & Signature									
AWPB/Component Ref	Ne	Description	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											

Version			Basic Data												Pre-Qualification						Bidding Process		
AWPB/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									
							Plan							Plan									
							Actual					-	-	Actual									

Version		0.0	0-Jan-00		Bid Evaluation					Contract Award & Signature									
AWPB/Component Ref	№	Description	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											
								Plan								-	-		
								Actual											

The 3 rows above are not part of the Plan and must not be modified. Copy these rows to create new procurement items or retrieve Plan Dates formulas if needed.

Procurement Plan - WORKS

Fiji
Blue Economy and Green Village Development Project
Project ID:
Prepared by:
Approved by:

	USD	LCU	
Total Amount	0.00	390 450 000.00	Plan
	0.00	0.00	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual

Version0.00-Jan-00			Basic Data												Pre-Qualification						Bidding Process			
AWPB/Component Ref	№	Description	Non Consulting	Funding	Lot №/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing-Opening
		Standard FMR(total of 10kms in different packages to be determined)		IFAD			Plan	Post-Qual	Post Review	NCB			180 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Tire tracks(total of 10kms in different contract packages to be determined)		IFAD			Plan	Post-Qual	Post Review	NCB			35 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Trails(Foot, animal, sledge) total of 10kms in different contract packages still to be determined		IFAD			Plan	Post-Qual	Post Review	NCB			25 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Foot bridge		IFAD			Plan	Post-Qual	Post Review	NS			21 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Greenhouse Drip Irrigation (200 sqm)		IFAD			Plan	Post-Qual	Post Review	NS			900 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Farm slope protection works(grouted riprap)		IFAD			Plan	Post-Qual	Prior Review	DC			8 500 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Small Farm reservoir(SFR/interceptor canal) in different contract packages		IFAD			Plan	Post-Qual	Prior Review	DC			4 529 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Streambank stabilization(grouted riprap)		IFAD			Plan	Post-Qual	Post Review	NS			7 500 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Rainwater Capture Tank Installation		IFAD			Plan	Post-Qual	Prior Review	DC			9 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		CIS Rehab for 200 hectares in various packages to be determined		IFAD			Plan	Post-Qual	Post Review	NCB			40 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		CIP Construction		IFAD			Plan	Post-Qual	Post Review	NCB			30 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
		Pipe Irrigation Scheme		IFAD			Plan	Post-Qual	Post Review	NCB			50 000 000.00	Plan	N/A	N/A	N/A	N/A	N/A	N/A				
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										

The 3 rows above are not part of the Plan and g

Procurement Plan - WORKS

Fiji

Blue Economy and Green Village Development Project

Project ID:

Prepared by:

Approved by:

Procurement
Methods
NS: National
Shopping
IS: International
Shopping
NCB: National
Competitive Bidding
ICB: International
Competitive Bidding
LIB: Limited
(International)
Bidding

Version		0.0	0-Jan-00	Bid Evaluation				Contract Award & Signature										
AWPB/Component Ref	Ne	Description	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
		Standard FMR(total of 10kms in different packages to be determined)					Plan								-	180 000 000.00		
							Actual											
		Tire tracks(total of 10kms in different contract packages to be determined)					Plan								-	35 000 000.00		
							Actual											
		Trails(Foot, animal, sledge) total of 10kms in different contract packages still to be determined					Plan								-	25 000 000.00		
							Actual											
		Foot bridge					Plan								-	21 000.00		
							Actual											
		Greenhouse Drip Irrigation (200 sqm)					Plan								-	900 000.00		
							Actual											
		Farm slope protection works(grouted riprap)					Plan								-	8 500 000.00		
							Actual											
		Small Farm reservoir(SFR/Interceptor canal) in different contract packages					Plan								-	4 529 000.00		
							Actual											
		Streambank stabilization(grouted riprap)					Plan								-	7 500 000.00		
							Actual											
		Rainwater Capture Tank Installation					Plan								-	9 000 000.00		
							Actual											
		CIS Rehab for 200 hectares in various packages to be determined					Plan								-	40 000 000.00		
							Actual											
		CIP Construction					Plan								-	30 000 000.00		
							Actual											
		Pipe Irrigation Scheme					Plan								-	50 000 000.00		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											

Version		0.0	0-Jan-00	Basic Data										Pre-Qualification						Bidding Process					
AWPB/Component Ref	Nº	Description		Non Consulting	Funding	Lot Nº/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing-Opening
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										
								Plan							Plan										
								Actual					-	-	Actual										

Version	0.0	0-Jan-00	Bid Evaluation					Contract Award & Signature										
AWPB/Component Ref	№	Description	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-			

Version	0.0	0-Jan-00	Basic Data												Pre-Qualification						Bidding Process			
AWPB/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing-Opening
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										
							Plan							Plan										
							Actual					-	-	Actual										

Version		0.0	0-Jan-00	Bid Evaluation				Contract Award & Signature										
AWPB/Component Ref	№	Description	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											
							Plan								-	-		
							Actual											

The 3 rows above are not part of the Plan and must not be modified. Copy these rows to create new procurement items or retrieve Plan Dates formulas if needed.

Procurement Plan - Consulting

Fiji
Blue Economy and Green Village Development Project

Project ID:
Prepared by:
Approved by:

	USD	LCU	
Total Amount	0.00	514 300.00	Plan
	0.00	0.00	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual
Grants:	0.00	0.00	Plan
	0.00	0.00	Actual

Version 0.0 0-Jan-00			Basic Data											EOI Shortlist Procedure						Proposal Process				Evaluation	
AWPB/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date
		Project Director			IFAD		Plan		Prior Review	ICS		59 500.00	Plan												
							Actual				-	-	Actual												
		Technical Manager			IFAD		Plan		Post Review	ICS		45 000.00	Plan												
							Actual				-	-	Actual												
		Financial Management and Administration Manager			IFAD		Plan		Prior Review	ICS		39 600.00	Plan												
							Actual				-	-	Actual												
		Procurement Officer			IFAD		Plan		Prior Review	ICS		36 000.00	Plan												
							Actual				-	-	Actual												
		M&E Officer			IFAD		Plan		Post Review	ICS		37 400.00	Plan												
							Actual				-	-	Actual												
		KM Officer			IFAD		Plan		Post Review	ICS		37 400.00	Plan												
							Actual				-	-	Actual												
		Finance Assistant			IFAD		Plan		Post Review	ICS		20 400.00	Plan												
							Actual				-	-	Actual												
		Procurement Assistant			IFAD		Plan		Post Review	ICS		20 400.00	Plan												
							Actual				-	-	Actual												
		Procurement Consultant			IFAD		Plan		Post Review	ICS		40 000.00	Plan												
							Actual				-	-	Actual												
		Office Assistant			IFAD		Plan		Post Review	ICS		17 000.00	Plan												
							Actual				-	-	Actual												
		Gender Equality & Social Inclusion Officer			IFAD		Plan		Post Review	ICS		30 600.00	Plan												
							Actual				-	-	Actual												
		Project Expeditor(90 person day)			IFAD		Plan		Post Review	ICS		54 000.00	Plan												
							Actual				-	-	Actual												
		M&E/ and KM International Consultant (45 person day)			IFAD		Plan		Post Review	ICS		27 000.00	Plan												
							Actual				-	-	Actual												

The 3 rows above are not part of the Plar

Procurement Plan - Consulting

Fiji

Blue Economy and Green Village Development

Project ID:

Prepared by:

Approved by:

Selection Methods

QCBS: Quality and Cost-Based Selection

QBS: Quality-Based Selection

CQS: Selection by Consultants' Qualifications (shortlist is required for this method)

LCS: Least-Cost Selection

FBS Fixed Budget Selection

ICS: Individual Consultants Selection (shortlist is required for this method)

SSS: Sole Source Selection

Selection (Design/PIM): Single Sourcing established in the project design or implementation manual

Version		0.0		0-Jan-00		ation						Contract Award & Signature											
AWPB/Comp onent Ref	Ne	Description*		Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks					
		Project Director				Plan									-	59 500.00							
						Actual																	
		Technical Manager				Plan									-	45 000.00							
						Actual																	
		Financial Management and Administration Manager				Plan									-	39 600.00							
						Actual																	
		Procurement Officer				Plan									-	36 000.00							
						Actual																	
		M&E Officer				Plan									-	37 400.00							
						Actual																	
		KM Officer				Plan									-	37 400.00							
						Actual																	
		Finance Assistant				Plan									-	20 400.00							
						Actual																	
		Procurement Assistant				Plan									-	20 400.00							
						Actual																	
		Procurement Consultant				Plan									-	40 000.00							
						Actual																	
		Office Assistant				Plan									-	17 000.00							
						Actual																	
		Gender Equality & Social Inclusion Officer				Plan									-	30 600.00							
						Actual																	
		Project Expeditor(90 person day)				Plan									-	54 000.00							
						Actual																	
		M&E/ and KM International Consultant (45 person day)				Plan									-	27 000.00							
						Actual																	

Version0.00-Jan-00			Basic Data											EOI Shortlist Procedure						Proposal Process				Evaluation	
AWPB/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date
		Baseline Study			IFAD		Plan		Post Review	CQS		30 000.00	Plan												
							Actual				-	-	Actual												
		Project MIS			IFAD		Plan		Post Review	ICS		20 000.00	Plan												
							Actual				-	-	Actual												
		Procurement of Lead Implementing Partner for Sub-Components 2.2 and 3.1			IFAD		Plan		Prior Review				Plan	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
							Actual				-	-	Actual												
		Procurement of Lead Implementing Partner for Component 2			IFAD		Plan		Post Review	ICS			Plan												
							Actual				-		Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												

Version	0.0	0-Jan-00	ation			Contract Award & Signature											
AWPB/Component Ref	№	Description*	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
		Baseline Study			Plan									-	30 000.00		
					Actual												
		Project MIS			Plan									-	20 000.00		
					Actual												
		Procurement of Lead Implementing Partner for Sub-Components 2.2 and 3.1	#REF!	#REF!	Plan	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!			-	-		
					Actual												
		Procurement of Lead Implementing Partner for Component 2			Plan									-	#REF!		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												

Version0.00-Jan-00			Basic Data											EOI Shortlist Procedure						Proposal Process				Evaluation	
AWPB/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Prior Review	QCBS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Prior Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Prior Review	QCBS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Prior Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Prior Review	QCBS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												

Version 0.0 0-Jan-00			ation			Contract Award & Signature											Remarks
AWPB/Comp onent Ref	Ne	Description*	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												

Version0.00-Jan-00			Basic Data											EOI Shortlist Procedure						Proposal Process				Evaluation	
AWPB/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date
					IFAD		Plan		Post Review	ICS			Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												

Version 0.0 0-Jan-00			ation		Contract Award & Signature												Remarks
AWPB/Comp onent Ref	Ne	Description*	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												

Version0.00-Jan-00			Basic Data											EOI Shortlist Procedure						Proposal Process				Evaluation	
AWPB/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												
							Plan						Plan												
							Actual				-	-	Actual												

Version 0.0 0-Jan-00			ation		Contract Award & Signature												Remarks
AWPB/Component Ref	Ne	Description*	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												
					Plan									-	-		
					Actual												

Day Ranges

These tables provide estimated timelines by procurement methods, based on experience and guidance in the Procurement Handbook where specified.

The approximate number of days are used in the default Procurement Plan Formulas. Timelines in the Approx fields/Formulas are not prescriptive, and may be modified by the project.

Approx figures entered will be highlighted/flagged, if below the Minimum number of days. Zero indicates steps that are not applicable to the method, and are indicated as N/A in the Formulas.

Goods & Works

Procurement Method	Submission of PreQual docs			No Objection Date			PreQual Invitation Date			PreQual Closing Date			Submission of PreQual Report			No Objection Date			Submission of BD			No-objection Date			Bid Invitation	
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max
Single Envelope																										
RFQ/Shopping (NS/IS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7	1	3
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	3
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	3
LIB (with PreQual)	1	4	N/A-Start Date	5	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	3
Direct Contracting/ Force Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7	1	3
Two Envelope																										
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7	1	3
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	3
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	2
LIB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7	1	2

Services

Selection Method	Submission of REOI			No Objection Date			REOI Launch Date			EOI Submission Deadline			Submission of Shortlist Report			No Objection Date			Submission of RFP/RCQ			No-objection Date			RFP/RCQ Launch	
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max
QCBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	14	14	21	14	7	10	7	1	7	4	7	10	7	1	3
FBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1	3
LCS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1	3
QBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7	1	3
CQS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7	1	3
ICS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7	1	3
QCBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1	3
FBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	N/A- Start Date	7	10	7	1	3
LCS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1	3
QBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1	3
SSS/ Selection (Design/PIM)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7	1	3

- NOTE
- Some procurement methods for low-value processes might require No Objections based on the Prior Review Thresholds. Where they do not require, No Objection number of days should be zero.
 - RFP: Request for Proposals: standard procurement document used for Services.
 - RCQ: Requests for Consultants Qualifications: Procurement document used for CQS and LCS. The RFP is used for all other procurement methods
 - Consulting services and Good/Works methods could either be used for Non-Consulting Services
 - All days are calendar days

Do not edit or delete these cells	Validation List Source
	Yes
	Prior Review
	Post Review
	NS
	IS
	NCB
	ICB
	LIB
	DC
	Force Account
	QCBS
	FBS
	LCS
	QBS
	CQS
	ICS
	SSS
	Selection (Design/PIM)

Day Ranges	

Goods & Works

Procurement Method	Date	Bid Closing-Opening			Submission Tech Eval Rpt			No-objection Date			Submission Combined Eval Rpt/Bid Evaluation Report			No-objection Date			Issue of NOITA & Standstill			Date Contract Award			Submission of Draft Contract			
	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min
Single Envelope																										
RFQ/Shopping (NS/IS)	1	5	21	14	0	0	0	0	0	0	1	7	7	7	10	7	0	0	0	4	-	6	3	7	5	7
NCB (no PreQual)	2	30	45	30	0	0	0	0	0	0	3	21	14	7	10	7	1	3	3	14	-	15	3	7	5	7
ICB (no PreQual)	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15	3	7	5	7
LIB (no PreQual)	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15	3	7	5	7
NCB (with PreQual)	2	30	45	30	0	0	0	0	0	0	7	21	14	7	10	7	1	3	3	14	-	15	3	7	5	7
ICB (with PreQual)	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15	3	7	5	7
LIB (with PreQual)	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15	3	7	5	7
Direct Contracting/ Force Account	1	7	30	14	0	0	0	0	0	0	3	21	7	7	10	7	0	0	0	4	-	6	3	7	5	7
Two Envelope																										
NCB (no PreQual)	2	30	45	30	3	21	3	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7
ICB (no PreQual)	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7
LIB (no PreQual)	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7
NCB (with PreQual)	2	30	45	30	7	21	14	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7
ICB (with PreQual)	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7
LIB (with PreQual)	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15	3	7	5	7

Services

Selection Method	Date	Proposal submission deadline			Submission of TER			No-objection Date			Submission of CER			No-objection Date			Issue of NOITA & Standstill			Date Contract Award			Negotiations completed			Submission
	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min
QCBS (w/Shortlist)	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
FBS (w/Shortlist)	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
LCS (w/Shortlist)	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
QBS (w/Shortlist)	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15	10	28	15	3
CQS (w/Shortlist)	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6	7	14	14	3
ICS (w/Shortlist)	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6	7	14	14	3
QCBS (noShortlist)	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
FBS (noShortlist)	2	14	30	21	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
LCS (noShortlist)	2	21	30	25	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15	10	28	15	3
QBS (noShortlist)	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15	10	28	15	3
SSS/ Selection (Design/PIM)	2	7	30	30	0	0	0	0	0	0	7	21	14	7	10	7	0	0	0	4	-	6	7	21	21	3

Validation List Source
Yes
Prior Review
Post Review
NS
IS
NCB
ICB
LIB
DC
Force Account
QCBS
FBS
LCS
QBS
CQS
ICS
SSS
Selection (Design/PIM)

Day Ranges	

Goods & Works

Procurement Method	No-objection Date		Date Contract Signature			Totals			
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
Single Envelope									
RFQ/Shopping (NS/IS)	10	7	4	7	4	40	78	58	1m 27d
NCB (no PreQual)	10	7	4	7	4	78	123	94	3m 3d
ICB (no PreQual)	10	7	4	7	4	93	148	116	3m 25d
LIB (no PreQual)	10	7	4	7	4	93	148	116	3m 25d
NCB (with PreQual)	10	7	4	7	4	126	208	164	5m 12d
ICB (with PreQual)	10	7	4	7	4	141	233	186	6m 4d
LIB (with PreQual)	10	7	4	7	4	139	233	186	6m 4d
Direct Contracting/ Force Account	10	7	4	7	4	44	101	58	1m 27d
Two Envelope									
NCB (no PreQual)	10	7	4	7	4	88	147	104	3m 13d
ICB (no PreQual)	10	7	4	7	4	103	172	137	4m 16d
LIB (no PreQual)	10	7	4	7	4	103	172	137	4m 16d
NCB (with PreQual)	10	7	4	7	4	136	232	185	6m 3d
ICB (with PreQual)	10	7	4	7	4	151	256	207	6m 25d
LIB (with PreQual)	10	7	4	7	4	151	256	207	6m 25d

Services

Selection Method	of Draft Contract and MoN Date		No-objection Date			Date Contract Signature			Totals			
	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
QCBS (w/Shortlist)	7	5	7	10	7	4	7	4	172	268	193	6m 11d
FBS (w/Shortlist)	7	5	7	10	7	4	7	4	172	268	200	6m 18d
LCS (w/Shortlist)	7	5	7	10	7	4	7	4	172	268	200	6m 18d
QBS (w/Shortlist)	7	5	7	10	7	4	7	4	134	244	179	5m 27d
CQS (w/Shortlist)	7	5	7	10	7	4	7	4	113	195	142	4m 21d
ICS (w/Shortlist)	7	5	7	10	7	4	7	4	113	195	142	4m 21d
QCBS (noShortlist)	7	5	7	10	7	4	7	4	128	190	145	4m 24d
FBS (noShortlist)	7	5	7	10	7	4	7	4	90	158	121	3m 30d
LCS (noShortlist)	7	5	7	10	7	4	7	4	97	160	125	4m 4d
QBS (noShortlist)	7	5	7	10	7	4	7	4	90	166	124	4m 3d
SSS/ Selection (Design/PIM)	7	5	7	10	7	4	7	4	55	126	103	3m 12d

Validation List Source
Yes
Prior Review
Post Review
NS
IS
NCB
ICB
LIB
DC
Force Account
QCBS
FBS
LCS
QBS
CQS
ICS
SSS
Selection (Design/PIM)

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 9: Project Implementation Manuals

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department



Investing in rural people

Fiji

**Blue Economy and Green Community Development
(BE-GREEN)
Project Design Report**

Annex 9: Project Implementation Manual (PIM)

Document Date: 20/05/2025
Project No.
Report No.
Asia and the Pacific Division
Programme Management Department

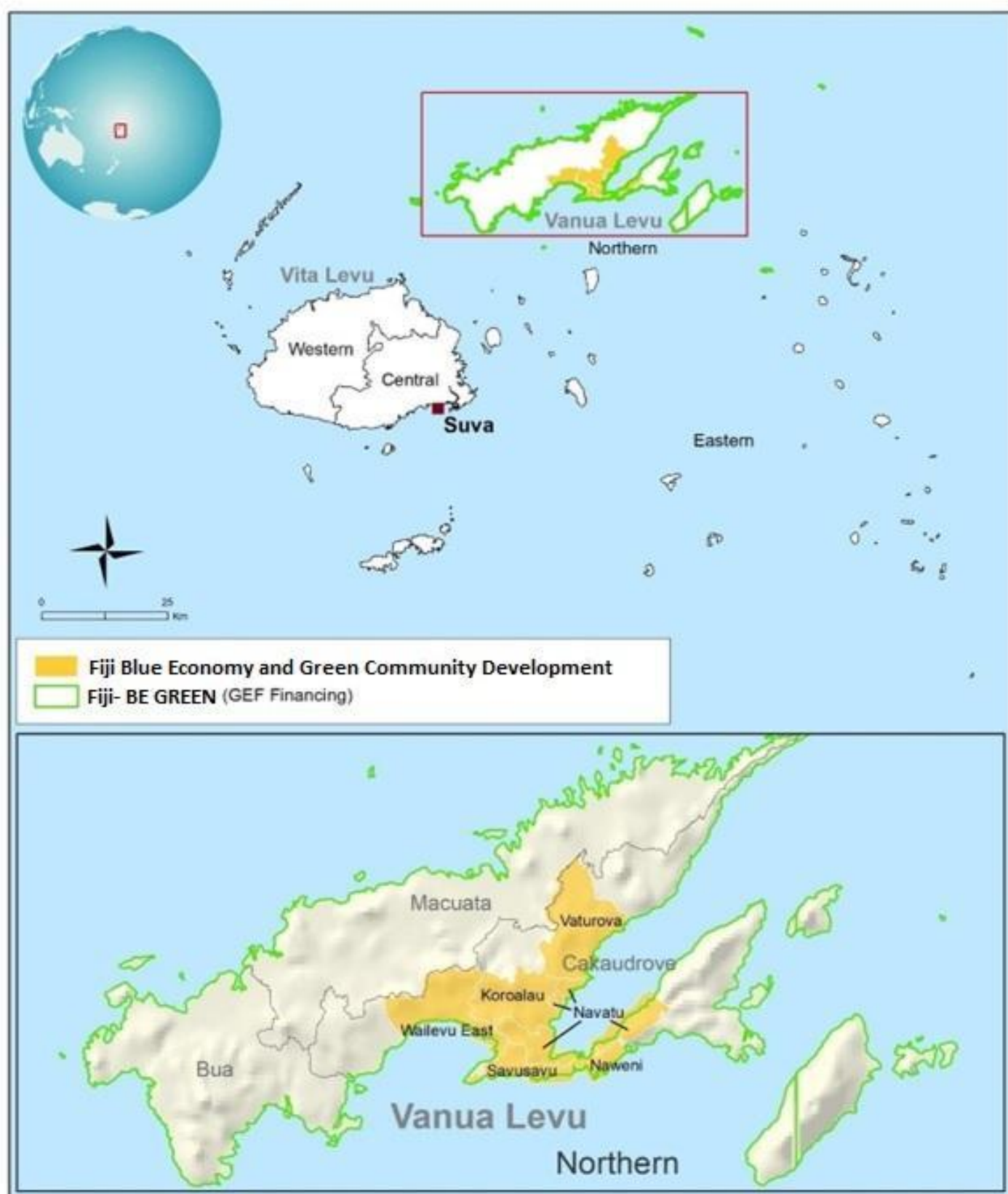
Currency equivalents

Currency Units	=	Fiji Dollar
US\$1.0	=	FJ\$ 2.3

Weights and measures

1 kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometer (km)	=	0.62 mile
1 meter	=	1.09 yards
1 square meter	=	10.76 square feet
1 acre	=	0.405 hectare

Map of the project area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 13-06-2024

Abbreviations and Acronyms

APP	Annual Procurement Plan
AR	Audit Report
AWPB	Annual Work Plan and Budget
BDS	Business Development Service
BE-GREEN	Blue Economy and Green Community Development Project
CCA	Climate Change Adaptation
CPYC	Cakaudrove Provincial Youth Council
ESCMP	Environmental, Social and Climate Management Plan
EP&S	Economic Planning and Statistics Unit
FA	Financing Agreement
FAC	Fiji Agriculture Census
FAPP	Fiji Agricultural Partnerships Project
FI	Financial Institution
FJD	Fiji Dollars
FFT	Family Farm Team
FM	Financial Management
FMIS	Financial Management Information System
FPIC	Free, Prior, and Informed Consent
GEF	Global Environment Fund
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information System
GoF	Government of Fiji
GRM	Grievance Redress Mechanism
HIES	Household Income and Expenditure Survey
IA	Implementing Agency
IFAD	International Fund for Agriculture Development
IFR	Interim Financial Report
IUCN	International Union for Conservation of Nature
KM	Knowledge Management
LIP	Lead Implementation Partner
M&E	Monitoring and Evaluation
MAP	Multiphase Adaptive Programme
MIS	Management Information System
MoAW	Ministry of Agriculture and Waterways
MoECC	Ministry of Environment and Climate Change
MoU	Memorandum of Understanding

MSME	Micro, Small and Medium Enterprises
MTR	Mid-Term Review
NGO	Non-Government Organization
NPSC	National Project Steering Committee
OPEN	Online Procurement End to End
PCDF	Partners in Community Development Fiji
PD	Project Director
PDR	Project Design Report
PDR-CER	Project Design Report – Chief Executive Officer Endorsement Request
PFI	Partner Financial Institution
PGS	Participatory Guarantee System
PIFON	Pacific Island Farmers Organisation Network
PIM	Programme Implementation Manual
PMU	Project Management Unit
PO	Producers’ Organisation
PP	Procurement Plan
PPA	Project Procurement Arrangements
PRM	Procurement Risk Matrix
PSC	Supreme Audit Institution
R2R	Reef to Ridge
SAI	Sustainable Development Goal
SDG	Sustainable Development Goal
SECAP	Social, Environmental, and Climate Assessment Procedure
SSTC	South-South Technical Cooperation
ToR	Terms of Reference
TM	Technical Manager
WA	Withdrawal Application

Contents

Table of Contents

Abbreviations and Acronyms	5
•	9
Chapter 1: This Document	10
1.1 Function and status	10
1.2 Overview of contents	10
1.3 Revisions log	11
Chapter 2: Project Description	11
2.1 For use in reports	11
2.2 Summary description for use in brochures	12
Chapter 3: Project Management	12
3.1 Management principles	12
3.2 Project preparation and start-up	12
3.3. Project actors and entities – Project governance	13
3.4. Project actors and entities – Project implementation	14
3.5. Agreements for project implementation	19
3.6. Social, Environmental and Climate Assessment Procedures	20
3.7. Targeting and Gender	21
3.8 Procurement	39
3.9 Annual Work Plan and Budget (AWPB) and Procurement Plan (PP)	40
3.10 Financial Management	42
3.11 Human Resource Management	42
3.12 Monitoring and Evaluation (M&E)	43
3.13 Knowledge Management	49
3.14 Reporting	52
3.15 Risk Management	55
3.16 Sustainability Strategy	55
3.17 Supervision and Implementation Support (SIS)	62
Chapter 4: Detailed Project Implementation Plan	64
4.1. Overview	64
4.2 Sequencing of Project activities by component	65
Component 1 – Holistic island management	65
Component 2 – Sustainable and market-oriented production from resilient systems	66
Component 3 – Inclusive access to markets and finance	94
Component 4: Enabling policy and institutional environment	115
Component 0 – Rapid Disaster Response	122
4.3 Project completion and closing	122
Appendices	125
Appendix 1: Theory of change	127
Appendix 2: Logical Framework (PDR version)*	128
Appendix 3: 1st year Work Plan and Budget and 18-month Procurement Plan (draft)*	138
Appendix 4: Organisational charts	140

Appendix 5: Terms of Reference	141
Appendix 7: Code of Conduct of Project Parties (2023)*	198
Appendix 8: Financial Management Manual (to be finalised by the PMU with support from the FO)*	198
Appendix 9: Project Procurement Strategy	282
Appendix 10: Monitoring and Evaluation plan*	299
Appendix 11: Multiphase Adaptive Programme (MAP)	299

Chapter 1: This Document

1.1 Function and status

This Project Implementation Manual (PIM) guides the implementation of the Blue Economy and Green Community Development Project (BE-GREEN) and is primarily intended for use by Project Management, implementing agencies, and contracted service providers. Its purpose is to support Project Management in achieving the Project Development Objective and Outcomes as defined in the Project Design Report and the Project Financing Agreement. The PIM outlines the key principles and guidelines for implementing project activities, reflecting the agreements between IFAD, the GEF, and the Government of Fiji on the use of project funds. As a country-specific document, the PIM becomes effective only upon (i) approval by the national authority—typically the Project Steering Committee (PSC)—or internal ratification, where applicable; and (ii) a formal no-objection from IFAD. This procedure also applies to specialised stand-alone manuals such as the Project's Financial Management Manual, Procurement Guidelines, and Monitoring and Evaluation Manual. While this first draft of the PIM cannot cover every operational detail, additional procedures will be developed by the implementation team and service providers during the project start-up phase. The PIM is a living document that will be continuously updated and improved throughout the life of the project. Revisions to the PIM and related manuals—or their specific sections—are subject to agreement between the Project Manager and IFAD and must be recorded in the revisions log presented in Section 1.3.

1.2 Overview of contents

The Project Implementation Manual (PIM) is composed of three key implementation manuals:

- **Project Implementation Manual (PIM)**
- **Financial Management Manual (FMM)**
- **Procurement Manual (PM)**

In addition, a stand-alone **Monitoring and Evaluation (M&E) Manual** will be finalised and linked to this document. Together, these manuals provide a comprehensive framework for project implementation, financial and procurement management, and results monitoring.

Annexes to the PIM will include essential operational tools, such as Terms of Reference (ToR) for service providers and technical advisers. The current draft of the PIM contains a general list of ToRs for PMU staff and key service providers, along with preliminary forms and checklists that are expected to be used during implementation. However, many of these documents are still under development. As new ToRs, forms, or checklists are created, they should be systematically added to the annexes to ensure they are readily accessible in one place.

Some elements of the PIM are currently defined only at the strategic level and will be further developed into operational plans during project implementation. These include, *inter alia*, the Project's *Sustainability, Scaling and Exit Strategy*, which will be elaborated into a detailed **Exit Plan and Scaling Plan**, or potentially consolidated into a single **Sustainability Plan**. Additionally, if the Project Design includes a **Gender Strategy**, this will be operationalised during implementation as a **Gender Action Plan**, which will also be integrated into the PIM.

In this way, the PIM remains a living document, evolving as the project progresses and more detailed implementation tools and plans are developed.

1.3 Revisions log

Version No.	Section Revised	Summary of Change	Date Approved by National Authority	Date of IFAD No-Objection	Remarks
1.0	Initial Document	First approved version	[Insert Date]	[Insert Date]	—
1.1	e.g., Section 3.2	Updated ToR for service providers	[Insert Date]	[Insert Date]	Annex updated

Chapter 2: Project Description

2.1 For use in reports

The Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) designed to support the sustainable growth and resilience of Fiji's rural economy by linking ecosystem restoration and climate adaptation with inclusive, revenue-generating economic initiatives. The programme responds to interconnected challenges such as land degradation, biodiversity loss, climate change impacts, and rural poverty. Traditional farming systems in Fiji have become increasingly unsustainable, while communities face limited access to knowledge, modern technologies, finance, and markets. The BE-GREEN theory of change (see Appendix 1) posits that empowering rural households, producers' organizations, and women's and youth groups—through inclusive, climate-smart, and market-driven land and marine-based initiatives—will enable them to adopt sustainable practices that restore ecosystems, improve productivity, increase market access, and build climate resilience, ultimately leading to improved rural livelihoods and biodiversity protection.

The programme will be implemented over two six-year phases. In Phase One, an integrated and innovative approach will be piloted in six districts of Vanua Levu, focusing on combining climate adaptation and economic initiatives with the restoration of degraded ecosystems and marine biodiversity. A key deliverable of this phase is the development of an Integrated Island Management Plan (IIMP) for Vanua Levu. In Phase Two, the approach will be scaled up to the remaining districts of the island, guided by the IIMP and informed by lessons learned. The programme's overall goal is to support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and climate resilience through sustainable blue and green production systems, improved market access, and biodiversity protection.

The BE-GREEN programme is structured around four main components. Component 1 focuses on holistic island management, aiming to align actors, resources, and efforts through the creation and institutionalization of the IIMP. Component 2 supports the transition from land degradation to climate-resilient, sustainable, and market-oriented production, through community planning, agroecological value chains, and small catalytic grants for eco-restoration and value addition. Component 3 fosters inclusive access to markets and finance by enhancing rural enterprises' competitiveness, facilitating business development services, improving financial literacy, and supporting access to tailored financial products and investment grants. Component 4 ensures strong project management and coordination across stakeholders. Phase One targets under IFAD financing 3,050 households in Cakaudrove Province, with a strong focus on women, youth, and Indigenous Peoples. GEF financing will target approximately 3,500 households. The programme is co-financed by IFAD and GEF, with a total Phase One investment of USD 24.26 million. It is implemented by the Ministry of Agriculture and

Waterways (MoAW) in partnership with the Ministry of Environment and Climate Change (MoECC), and in collaboration with key service providers and stakeholders.

2.2 Summary description for use in brochures

The Blue Economy and Green Community Development (BE-GREEN) Programme is a 6-year initiative supporting rural livelihoods and climate resilience in Fiji through sustainable land and marine-based production, ecosystem restoration, and market access. Phase One targets 3,050 households in Vanua Levu with a focus on women, youth, and Indigenous Peoples. The Programme is implemented by the Ministry of Agriculture and Waterways in partnership with the Ministry of Environment and Climate Change and is co-financed by IFAD and GEF. For more information, contact the Ministry of Agriculture and Waterways, P.O. Box 2212, Government Buildings, Suva, Fiji. Phone: +679 338 4233. Website: www.agriculture.gov.fj.

Chapter 3: Project Management

3.1 Management principles

The BE-GREEN Programme embraces a management approach grounded in principles of integration, coordination, cooperation, and strategic partnerships. Given its design as a Multiphase Adaptive Programme with distinct components addressing blue and green economic development, ecosystem restoration, and inclusive market access, effective internal coordination is essential. The Project Management Unit (PMU), housed within the Ministry of Agriculture and Waterways (MoAW), will foster an integrated management culture where decisions are informed by input from at least two experts across relevant disciplines. This promotes peer review and ensures that interventions—ranging from ecosystem restoration to climate finance—benefit from cross-sectoral insight. For instance, designing climate-smart infrastructure will require close collaboration between technical and procurement staff to ensure feasibility, cost-efficiency, and timeliness. Similarly, agricultural productivity initiatives will align closely with rural finance and market development strategies. Beneficiaries will be offered support to make investments that are both financially viable and environmentally sound and will be chosen from a menu of options which will be a throughline using a combination of financial and business literacy, and agriculture soundness. BE-GREEN also recognises that bridging knowledge gaps and financial shortfalls requires strong partnerships. As such, it actively engages with pre-identified service providers (e.g., PCDF), government agencies, civil society, and the private sector. This multi-actor approach supports co-creation, shared ownership, and the scaling of successful models. Decentralisation is supported through the active participation of district-level actors, traditional leaders, and community-based organisations, with village and district authorities playing a vital role in implementation and monitoring. Ultimately, BE-GREEN's management principles are designed to promote learning, ensure synergy across components, and deliver inclusive, resilient development outcomes.

3.2 Project preparation and start-up

The preparation and start-up of the BE-GREEN Programme will be coordinated by the Ministry of Agriculture and Waterways (MoAW), in close collaboration with the Ministry of Environment and Climate Change (MoECC), and in line with the procedures of the Government of Fiji and IFAD's Start-up Toolbox. Following the near-finalisation of the design, the Government will initiate steps for project ratification, including Cabinet approval and legal clearance, along with the establishment of the Project Management Unit (PMU) and recruitment of key staff. Administrative permissions will be secured to enable staff hiring, budget allocation, and procurement initiation. Concurrently, the Financing Agreement will be signed and undergo the required domestic ratification processes. A Project Launch Workshop, facilitated by IFAD and involving key stakeholders, will mark the transition into implementation. Within this period, the project

will finalise detailed Annual Work Plans and Budgets (AWPBs), procurement plans, and terms of reference for pre-identified service providers. Implementation readiness will also include capacity building for PMU and partner staff on fiduciary procedures, safeguards, gender and youth inclusion, M&E, and environmental and social commitments. In alignment with IFAD's 18-month rule, BE-GREEN will ensure that Entry into Force (EIF) is achieved promptly, followed by the first disbursement and initiation of field activities in the six target districts of Cakaudrove Province. A detailed start-up timetable will be developed with IFAD support, outlining all milestones needed to ensure a smooth and timely transition from design to execution.

3.3. Project actors and entities – Project governance

The BE-GREEN project governance structure is anchored by a National Project Steering Committee (NPSC), which serves as the primary oversight and decision-making body above the Project Management Unit (PMU). The NPSC will be co-chaired by the Permanent Secretaries of the Ministry of Agriculture and Waterways (MoAW) and the Ministry of Environment and Climate Change (MoECC), underscoring the joint leadership and integrated nature of BE-GREEN's implementation. The PMU will serve as the Secretariat to the NPSC, responsible for coordinating inputs and organizing committee meetings.

The NPSC will include high-level representatives from MoAW, MoECC, the Ministry of iTaukei Affairs, Ministry of Rural and Maritime Development, Ministry of Tourism and Civil Aviation, Ministry of Sugar Industry, Ministry of Youth and Sports, Partner Financial Institutions, and the Chamber of Commerce and Industry. Its primary responsibilities are to provide strategic guidance and oversight for project implementation, ensure alignment with national development priorities, and foster coordination across relevant government and non-government stakeholders. One of the core functions of the NPSC is the annual review and approval of the Annual Work Plan and Budget (AWPB), Annual Procurement Plan (APP), and progress and financial reports submitted by the PMU and endorsed by MoAW and MoECC. These documents are approved by the NPSC prior to being submitted to IFAD for no-objection.

The NPSC will meet at least once a year, typically in January, to review the achievements of the previous year and approve plans for the upcoming period. The PMU and MoAW will coordinate the timing and submission of key documents to ensure an efficient review process and minimize implementation delays. The NPSC may also invite PMUs from other development projects with relevant activities or potential overlap to encourage synergies and avoid duplication of efforts.

Complementing the national governance structure, a Provincial Steering Committee (PSC) will be established in Cakaudrove Province to support localized coordination, facilitate stakeholder engagement, and contribute to the preparation of the AWPB. Chaired by the MoAW Crop Extension Division, the PSC will include representatives from provincial technical departments (agriculture, fisheries, forestry, iTaukei affairs), rural development, cooperatives, tourism, youth and women's groups, financial institutions, Lead Implementing Partners, and farmers' organizations. The PSC will serve as a platform for dialogue, problem-solving, and knowledge exchange related to project implementation and the target value chains.

Further details on the composition and roles of the NPSC and PSC will be outlined in the Terms of Reference (see Appendix 4), and an organizational chart summarizing the overall governance structure is provided in Appendix 3. A RACI matrix, detailing the roles and responsibilities of all project actors—including the PMU, government ministries, and implementing partners—will also be included as an annex to the Project

Implementation Manual (PIM) to ensure transparency, clarity, and accountability throughout the project lifecycle.

3.4. Project actors and entities – Project implementation

The operational structure of the BE-GREEN project is designed to ensure effective project delivery through clear lines of responsibility, coordination, and oversight. The Project Management Unit (PMU) will serve as the central operational hub for the implementation of BE-GREEN activities, ensuring that all stakeholders and implementing partners are aligned with the project's goals. As the key entity responsible for executing the project, the PMU will be embedded within the Ministry of Agriculture and Waterways (MoAW), specifically within the MoAW Crop Extension Division, located in Savusavu. The PMU will oversee both GEF and IFAD-funded components of the project, ensuring integration of resources, strategic guidance, and overall project accountability.

The PMU's internal structure consists of a Project Director (PD), supported by two Technical Managers (TMs) who oversee the GEF- and IFAD-related activities, respectively. These managers will lead specialized teams with expertise in rural finance, agriculture, environmental sustainability, and community development. Additionally, a back-office team, jointly financed by IFAD and GEF, will support project implementation by handling financial management, procurement, monitoring and evaluation (M&E), and knowledge management (KM). This structure ensures that the PMU can deliver on the project's objectives while maintaining high standards of governance and fiduciary management. The PMU's operational responsibilities include planning, coordinating, monitoring, and reporting on project activities, as well as providing strategic guidance to implementing partners, facilitating stakeholder engagement, and ensuring that all activities are implemented in alignment with the project's design and goals.

The PMU will be responsible for coordinating with a range of external implementing partners, including two Lead Implementing Partners (LIPs), namely Partners in Community Development Fiji (PCDF) and the Pacific Islands Farmers Organization Network (PIFON). These partners will play key roles in executing specific components of the project. The PMU will manage the contracts and agreements with these partners, ensuring that clear deliverables and performance expectations are set and met. Additionally, specialized service providers will be engaged by the PMU to implement specific activities, ensuring that technical expertise is brought into the project as needed. The engagement of these entities will be formalized through contracts and memoranda of understanding (MoUs), which will define roles, responsibilities, and operational procedures.

The PMU will also establish an MoU with the Ministry of Environment and Climate Change (MoECC) to formalize the partnership for the GEF-funded activities. This MoU will specify the coordination modalities, including the placement of a GEF technical team within the PMU, the appointment of an Environment and Climate Change Specialist at MoECC headquarters in Suva, and the joint preparation of Annual Work Plans and Procurement Plans.

The PMU will coordinate with the National Project Steering Committee (NPSC) and the Provincial Steering Committee (PSC), ensuring that these bodies play an active role in guiding and overseeing the project's implementation. In addition to formal governance structures, the PMU will engage with local community forums and coordination boards, which may be developed during the course of the project to ensure that implementation remains responsive to local needs and opportunities.

Organizational charts illustrating the hierarchical structure and relationships of coordination within the PMU, as well as the broader network of implementing partners

and stakeholders, are provided in Appendix 3. These charts clearly distinguish between the different levels of governance and operational coordination. Terms of Reference for the PMU and all implementing partners are provided in Appendix 4, further clarifying the roles and responsibilities of each entity involved in project implementation.

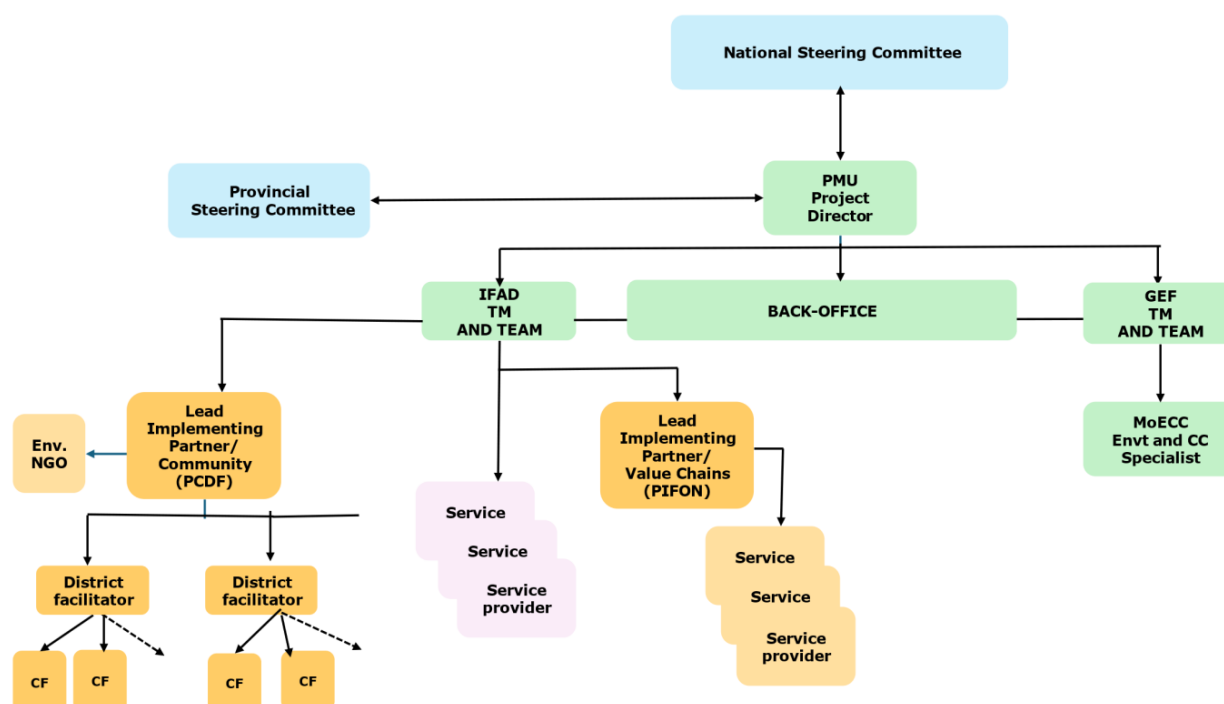
Organizational framework

The main features of BE-GREEN implementation set-up in each country are as follows:

- *A National Project Steering Committee* gathering the representatives of main stakeholders involved in BE-GREEN implementation will provide overall guidance and oversight.
- *A Provincial Steering Committee* gathering the representatives of main stakeholders involved in BE-GREEN implementation in Cakaudrove Province will support implementation and coordination, as well as value chain linkages and policy dialogue.
- *MoAW* is the project implementing agency that is responsible for overall accountability, oversight and coordination.
- *A Project Management Unit (PMU)* will be established in Savusavu, and will be hosted by MoAW Crop Extension Division, to assist in carrying out project implementation responsibilities and ensuring the integration of GEF and IFAD resources. The Project Director will be supported by two Technical Managers (TM), who will oversee GEF- and IFAD-related activities, respectively. The PMU will include a back-office team jointly financed by IFAD and GEF resources to support the overall project implementation. Each TM will be supported by dedicated technical teams.
- *A Memorandum of Understanding (MoU) with MoECC* will be established by the PMU on behalf of MoAW, to define partnership modalities between MoAW and MoECC for BE-GREEN implementation. In particular, this will include the posting of an Environment and Climate Change Specialist at MoECC headquarters in Suva.
- *Two pre-selected Lead Implementing Partners* will be contracted to support the implementation of Components 2 and 3.
- *Two pre-selected Lead Implementing Partners* will be contracted to support the implementation of IFAD-financed Component 2 and Sub-Component 3.1. The selection of Implementing Partners for the GEF-financed components/activities will be determined during the GEF project design phase.
- *Other specialized service providers* will be hired by the PMU to implement specific packages of activities under Component 3.
- *Community facilitators* will be hired by the Lead Implementing Partner for community planning and support (C2 LIP).
- *District facilitators* will be selected among community facilitators in each district to support the coordination of activities at district level.

Figure 1 represents the project implementation set-up at country level.

Figure 1 – Project implementation set-up



Stakeholders and responsibilities

Responsibilities for each of the implementation stakeholders and composition for project structures are presented in the next tables. Job descriptions are attached in Annex 1.

National Project Steering Committee. A National Project Steering Committee (NPSC) will be established. It will be co-chaired by the Permanent Secretaries of MoAW and MoECC, respectively, and will include representatives from MoECC, Ministry of iTauke Affairs, Ministry of Rural and Maritime Development, Ministry of Tourism and Civil Aviation, Ministry of Sugar Industry, Ministry of Youth and Sports, Partner Financial Institutions and the Chamber of Commerce and Industry. It will be responsible for: providing guidance and overseeing; supporting coordination between MoAW, MoECC and other partner agencies; ensuring that BE-GREEN programming is aligned on national sector priorities; and offering a venue for sharing BE-GREEN good practices and for channelling policy issues to the appropriate policy making bodies. The NPSC will also approve annual Annual Work Plans and Budgets (AWPBs), Annual Procurement Plans (APPs) and annual progress and financial reports prepared by the PMU and endorsed by MoAW and MoECC for MoECC-based activities. The PMU will serve as the Secretariat to the NSC.

The NSC will meet as often as needed but at least once a year, in January, to review the achievements of the previous year and approve the AWPB and APP. Each year, the PMU and MoAW chair will agree on a timeframe for the PMU to share the AWPB, APP and reports and for the NSC to review and approve to ensure a swift process and avoid delays. The NPSC may invite PMUs from other development projects that have potential for collaboration or risk of overlap.

Provincial Steering Committee. A Provincial Steering Committee will be established to support implementation and coordination in Cakaudrove Province. This will entail collectively addressing challenges and constraints, promoting solutions, and participating in the preparation of the AWPB. The Provincial Steering Committee will also offer a venue to discuss and address constraints affecting the target value chains,

build knowledge on successful experiences from BE-GREEN and other initiatives, and support advocacy and public-private policy dialogue. It will be chaired by MoAW Crop Extension Division, and will include representatives from: relevant provincial departments, including agriculture research, iTaukei, fisheries and forest, tourism, cooperatives and SMEs, rural and maritime development, youth and women affairs; the Cakaudrove Provincial Youth Council; Lead Implementing Partners; farmers' organizations; Na I Soqosoqo Vakamarama (Society for Indigenous Women of the Cakaudrove Province); partner financial institutions; buyers and processors partnering with farmers in the target areas.

MoAW. MoAW is the project implementing agency and will be responsible for overall accountability, oversight and coordination of the project, as well as for the implementation of IFAD funds. It will engage and cooperate with MoECC, as well as other government entities as necessary, notably the ministry of iTaukei. It will approve AWPBs and APPs, and will endorse Withdrawal Applications (WA) and Statements of Expenditure (SOE) prepared by the PMU, for subsequent approval by the Ministry of Finance. It will also facilitate policy dialogue and support advocacy.

MoECC. MoECC will be responsible for the implementation of GEF funds, in close partnership with MoECC, along modalities to be developed in an MoU to be prepared and signed at project inception. Further development of the MoU will take place at GEF design. Key elements of the MoU will include: the establishment, within the PMU, of a GEF technical team led by a GEF technical manager and including an Environment and Climate Change Specialist at MoECC headquarters in Suva (further composition of the technical team will be detailed at GEF design); the establishment, within the PMU, of a back-office with joint responsibility of fiduciary, administrative and M&E matters for both GEF and IFAD financing; the preparation of joint AWPBs and APPs to be presented to the NPSC; and the preparation of joint progress reports, along the format provided in Section 6 – M&E and KM.

Project Management Unit. A PMU will be established in Savusavu, and will be embedded in MoAW Crop Extension Division. It will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance and the integration and utilization of IFAD and GEF funds. Its responsibilities will include: (i) providing strategic guidance to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report (PDR); (ii) ensuring the financial and administrative management of project resources in line with IFAD Loan Agreement and GEF Grant Agreement, as well as IFAD and GEF rules; (iii) planning project activities in consultation with project stakeholders; (iv) procuring project-related services and supplies; (iv) promoting stakeholder engagement and coordination and coordinating project activities with the various project partners; (v) ensuring the Project Steering Committee and the Provincial Steering Committee take active roles in guiding implementation; (vi) securing M&E and KM in relation to all activities; and (vii) promoting inclusive approaches and the mainstreaming of targeting and gender requirements in all of the project activities.

On behalf of MoAW, the PMU will establish an MoU with MoECC to define partnership modalities for BE-GREEN implementation and successful integration of IFAD and GEF financing. These modalities will be further developed at the GEF design.

The PMU will be headed by a Project Director (PD), who will have responsibility for managing the whole project, ensuring synergies between GEF and IFAD financing, ensuring coordination with GoF and other donor-funded projects activities (particularly the World Bank Tourism Development Program in Vanua Levu) to allow complementarity and avoid duplications; and ensure regular consultations with the Provincial and the National Steering Committees.

The Project Director will be supported by two Technical Managers (TM), who will oversee and support the implementation of GEF- and IFAD-related activities, respectively, and

will each lead a technical team. A back-office team jointly financed by IFAD and GEF resources will support overall project implementation.

The PMU will have the following composition (further details relating to GEF technical team will be provided at GEF design):

- 1 Project Director
- 1 IFAD Technical Manager, leading a team composed of 1 GESI Officer, 1 Grant Manager and 1 Rural Finance and Agribusiness Specialist;
- 1 GEF Technical Manager, leading a team composed of 1 Environment and Climate Change Specialist based at MoECC headquarters in Suva (to be further developed at GEF design);
- a back-office composed of: 1 Financial Management and Administrative Officer, 1 Finance and Administration Assistant, 1 Procurement Officer, 1 Procurement Assistant, 1 M&E Officer, 1 KM Officer, 1 Office Assistant.

Lead Implementation Partners. The engagement of the LIPs will be accordance with a process agreed to with Government. Two potential Lead Implementing Partners have been identified to support the implementation of Components 2 and 3.

Partners in Community Development Fiji (PCDF) can potentially lead the implementation of Sub-component 2.1. A recognized NGO, PCDF has extensive experience in community development, including with IFAD's former project Fiji Agricultural Partnerships Project (2015-2019), where it was already the Lead Implementing Partner. PCDF will hire 78 community facilitators, or one each in the target 65 villages and 13 settlements, to support the preparation and implementation of Community Plans. A district facilitator will be selected among community facilitators in each district to support the coordination of activities at district level. PCDF will also hire an environmental NGO, which will be responsible for developing the methodology for the preparation of community plans, preparing information packages to support community planning, and for training the staff and resource persons of the two Lead Implementation Partners, including community facilitators. PCDF will hire a dedicated Project Manager and three Field Officers for implementing its responsibilities under BE-GREEN.

The *Pacific Island Farmers Organisation Network* (PIFON) can potentially lead the implementation of Sub-component 3.1. PIFON is a membership-based umbrella organization for national farmer organizations and private sector organizations in the Pacific Islands, offering support services to its members. It has long been partnering with IFAD across the region and in Fiji, including through a series of projects co-financed with the EU supporting regional, national and local farmers' organizations, as well as through the Pacific Islands Rural and Agriculture Stimulus Facility (PIRAS), co-financed by the Australian Government. PIFON will coordinate interventions to be provided by its members (such as Tutu Rural Training Center for root-crop based agro-forestry, Teitei Taveuni & Bula Agro/Tel-A-Woman for fresh vegetables and fruits, or Fiji Beekeepers Association) and other like-minded service providers in areas not covered by PIFON members (such as Koko Mana for cocoa-based agro-forestry or the Pacific Blue Foundation for marine-based productions). PIFON will hire a dedicated Project Manager for implementing its responsibilities under BE-GREEN

The PMU will have overall responsibility for facilitating and monitoring service delivery by the Lead Implementing Partners (LIPs). Their contracts, as well as the contracts of all service providers will stipulate clear deliverables and will specify responsibilities with regard to monitoring and reporting. Terms of reference for LIPs and service providers will require gender-balanced teams, and that contract deliverables reflect gender and inclusion target and indicators. LIPs and service providers will be eligible to receiving capacity building to strengthen their ability to deliver effective services and align with IFAD procedures.

3.5. Agreements for project implementation

Effective delivery of BE-GREEN's objectives relies on a set of well-defined agreements that formalize the relationships between the Project Management Unit (PMU), co-implementing government agencies, Lead Implementing Partners (LIPs), and contracted service providers. These agreements ensure clear mandates, division of labor, and accountability among all actors. **Appendix 5** includes supporting documentation such as **Terms of Reference (ToRs), job descriptions, and draft agreement templates** that will guide the development of effective contractual arrangements and ensure alignment with IFAD's operational standards.

1. Memorandum of Understanding (MoU) between MoAW and MoECC

The primary institutional arrangement underpinning joint implementation of IFAD and GEF-funded activities will be established through an MoU between the Ministry of Agriculture and Waterways (MoAW) and the Ministry of Environment and Climate Change (MoECC). This MoU will be prepared and signed by the PMU on behalf of MoAW during project inception. It will define:

- Mechanisms for coordination and collaboration between MoAW and MoECC.
- Responsibilities for joint planning, budgeting, and reporting, including the preparation of consolidated Annual Work Plans and Budgets (AWPBs), Annual Procurement Plans (APPs), and joint progress reports.
- Deployment of a GEF Technical Manager and the posting of an Environment and Climate Change Specialist at MoECC headquarters in Suva.
- Shared fiduciary, administrative, M&E, and knowledge management responsibilities within the PMU's back-office structure.

This agreement will be further developed during the GEF design process and will serve as a cornerstone for integrated implementation.

2. Contracts with Lead Implementing Partners (LIPs)

The PMU will directly contract two Lead Implementing Partners who will be responsible for implementing major components of the project:

- **Partners in Community Development Fiji (PCDF)** will lead implementation of Component 2, focusing on participatory community planning and local-level capacity building.
- **Pacific Island Farmers Organisation Network (PIFON)** will lead Sub-component 3.1, coordinating support to targeted value chains through its network of farmer organizations and private sector partners.

These LIP contracts will specify:

- Detailed roles, responsibilities, deliverables, and performance expectations.
- Procedures for planning, reporting, monitoring, and financial management.
- Provisions for gender balance, youth inclusion, and alignment with IFAD's social inclusion principles.
- Flexibility to subcontract specialized technical service providers needed to deliver their respective components.

3. Service Agreements with Specialized Providers (via LIPs)

The majority of service agreements with specialized technical providers will be developed and managed by the LIPs—**PCDF and PIFON**—under the oversight of the PMU. These include:

- Technical service providers for training and support in agroforestry, marine-based production, or inclusive finance.
- NGOs or firms supporting environmental and climate change adaptation planning.
- Resource institutions such as farmer organizations, cooperatives, or training centers engaged in targeted capacity building.

All such contracts will:

- Be performance-based and results-oriented.
- Include clear deliverables, timelines, and reporting obligations.
- Incorporate gender, youth, and inclusion requirements.
- Align with IFAD's fiduciary and procurement guidelines as embedded in the LIPs' master agreements.

The PMU will be responsible for:

- Reviewing and endorsing TORs and subcontracts issued by LIPs.
- Monitoring contract performance through reporting and supervision mechanisms.
- Ensuring that subcontracted activities are consistent with the Project Design Report and the approved AWPB.

4. Employment Contracts for PMU Personnel

MoAW, as the lead implementing agency, will manage employment contracts for PMU personnel based in Savusavu. These contracts will follow national public service standards and will include positions outlined in the PIM, including the Project Director, Technical Managers, administrative support staff, and back-office personnel.

5. Other Agreements

As implementation progresses, additional agreements may be developed, including:

- **Letters of Intent (LoIs)** or partnership agreements with buyers, processors, or cooperatives to strengthen value chain integration.
- **Community-level MoUs** or engagement protocols to formalize participation in planning, implementation, and monitoring.
- **Collaboration frameworks** with other development projects operating in the same geography (e.g., the World Bank's Tourism Development Program), to promote synergy and avoid duplication.

3.6. Social, Environmental and Climate Assessment Procedures

This section outlines the Social, Environmental, and Climate Assessment Procedures (SECAP) and the management responsibilities for implementing the Resettlement Plan (RP) and Environmental and Social Management Plan (ESMP), which are key components of the project. These documents are crucial in ensuring that the project's activities align with sustainable environmental practices, social safeguards, and climate resilience objectives.

The SECAP review has identified potential social, environmental, and climate risks, including biodiversity conservation issues, invasive species, habitat loss, land

degradation, and the promotion of climate-resilient agricultural practices. The project's ESMP and RP have been developed in accordance with these identified risks and in consultation with stakeholders, including communities and relevant government bodies.

Management responsibilities for the implementation of the RP and ESMP lie with the Project Management Unit (PMU), with support from the Project Implementation Units (PIUs). The PMU will oversee the procurement of necessary clearances, the submission of ESMPs for approval, and the monitoring of environmental and social due diligence throughout the project.

In line with the project's objectives, the PMU will be responsible for the following actions:

- **Obtaining Clearances:** The PMU will ensure that all necessary environmental and social clearances are obtained before project activities commence. This includes clearance for land use, biodiversity conservation, and compliance with local and national regulations.
- **Submitting ESMPs for Approval:** The PMU will submit the Environmental and Social Management Plans (ESMPs) to the relevant authorities for approval. The ESMPs will outline the mitigation measures for potential environmental and social impacts identified during project design and implementation.
- **Monitoring and Reporting:** The PMU, in collaboration with the M&E team, will continuously monitor the implementation of the RP and ESMP, ensuring that all mitigation and adaptation strategies are effectively executed. The PMU will provide regular reports on progress to the donor agencies and stakeholders.

Additionally, the project will integrate the Vanua Plans (community climate resilience and ecosystem management plans) as part of Component 2 to support local communities in adopting sustainable agricultural practices, improving land use management, and promoting biodiversity conservation. The development of these plans will include key stakeholders such as women, youth, and Indigenous Peoples (iTaukei) to ensure inclusive participation and equitable benefit-sharing.

The project will also focus on soil carbon and nutrient monitoring as part of ongoing environmental assessments, with the MoAW Research and Agriculture Division supporting this initiative.

The actions outlined in the ESMP and RP are detailed in the relevant sections of this PIM, particularly under the Project Implementation and Monitoring sections. These plans will be regularly reviewed and updated to address emerging risks and ensure the project meets its environmental, social, and climate objectives.

3.7. Targeting and Gender

Target areas

Vanua Levu, the second largest island of Fiji, has an area of 5,556 square kilometres, with the central mountain range dividing the island into the more wet southeastern section and the drier northwestern region. Vanua Levu is divided into three provinces: Bua in the west, Macuata in the northeast, and Cakaudrove in the southeast; these three provinces comprise the Northern Division of Fiji.

Vanua Levu entails several key biodiversity areas (KBAs) delineated across the island, hosting several birds and plant species, and one iguana species that are on the IUCN Red List. However, among the terrestrial KBAs in Vanua Levu, less than 5% are under

protection according to information contained in the KBA database.¹ There are also marine KBAs adjacent to Vanua Levu.

The total population of Bua, Macuata, and Cakaudrove is 131,914 (Fiji 2017 Census), of which the population engaged in agriculture (crop, livestock, fisheries and/or forestry) as the main economic activity is 85 729 (Ag Census 2020). **Under the GEF investment**, activities will be supported across the three provinces of Vanua Levu, engaging approximately 3,500 households in participatory conservation and restoration, agri-value chains, training, etc. The exact number of beneficiaries will be determined more precisely during the PPG phase.

Under the IFAD investment, BE-GREEN will target six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu and Vaturova. These were proposed by GoF based on the following criteria: (i) high level of poverty and low level of socio-economic development; (ii) vulnerability to climate change; (iii) opportunities for both land- and marine-based development; and (iv) potential for accessing markets. Table 1 presents key data on the target districts. Data from HIES 2020 show the majority of poor living in rural areas, with rural poor in Eastern and Northern divisions being the most multidimensionally deprived, lacking access to basic needs such as grid electricity and piped water. Most of Fiji's poor are in the age group 30 years and below. The iTaukei population group dominates both the poverty rates and distribution of the poor. **Target groups**

The project will target all the 65 villages and 235 settlements in the selected districts (see Table 1), in line with figures from the Agricultural Census 2020, complemented with MoAW own data.

Table 1 – Summary data on target districts

Tikina	# of villages	Settlement	Household	No. of Farmers		
				Subs	S/Comm	Com
Savusavu	9	53	606	195	315	10
Naweni	3	21	218	119	204	2
Wailevu	27	88	1031	500	750	41
Navatu	9	35	1654	60	611	0
Koroalau	6	16	811	30	256	1
Vaturova	11	22	374	601	23	2
TOTAL	65	235	3883	1505	2159	56

¹ Based on information included in the KBA database, accessed on 12 June 2024. <https://www.keybiodiversityareas.org>

Source: MoAW, 2024. See also: Annex I – District profiles from Agricultural Census Vol. II, 2020.

The project aims to benefit most of the population in the 6 districts targeted by the GoF because of the high level of poverty. Each Fijian village comprises several family units, which are part of one clan, called mataqali. Geographically separated settlements normally belong to villages, therefore to the same mataqali. However, there are also several self-standing settlements. These are mostly inhabited by Indo-Fijians and other groups who do not belong to mataqali. It is estimated that there are 13 self-standing settlements in the project area, which will add to the 65 villages to form BE-GREEN target group of 78 communities.

Total number of households in the target area according to MoAW data is 3,883. Approximately 40% of them are subsistence farmers and 58% are semi-commercial (and 2% commercial).

The result of the Agricultural Census 2020 showed that most of the female and male farmers are unpaid family workers (59.4 percent) and self-employed (39.5 percent), showing a predominance of subsistence agriculture at the national level. The Northern Division has the highest number of farmers with unpaid family workers (72.9 percent).

Both subsistence and semi-commercial farmers, as per the MoAW data, produce food which is predominantly consumed by the farming household, with either none or little of the production as surplus and available for sale. Within both groups female farmers and youth farmers are disadvantaged in access to finance, in size of land owned, and in level of professionalisation of agriculture.

While all households are expected to participate in community planning, 3,000 households will be selected among the farming/fishing handicraft producing households, based on their operating as subsistence or semi-commercial and as identified by MoAW. Among them, priority will be given to women-headed households and youth-headed households.

Additionally, 50 particularly disadvantaged households including single mothers with young children, persons with disabilities and those who are landless, financially excluded, and lacking a strong social network will be supported. These households are classified as low-income households and are provided with transitional rental housing accommodation by the Public Rental Board² in Savusavu district. They will be engaged through targeted floriculture and other suitable activities, aiming at providing sustainable income opportunities and improving their overall livelihood.

Furthermore, 100 entrepreneurs/commercial farmers established in the target districts or sourcing from the target districts, will be included in the target group based on their potential to engage as service providers or in marine- and land- based enterprises. Among the total beneficiaries, 50% will be women, 30% youth (15-35 years as defined by the Government of Fiji in the National Youth Policy), and at least 75% iTaukei in proportion to the provincial population.

Considering an average of six persons per household, the total estimated number of household members is 18,400. Of these, 12,300 will be directly receiving services from the project, considering that, in average, four persons per household will be targeted through the Family Farm Team approach (see below) and of the direct targeting of young women and men.

The project targeting approach will be to ensure that especially women and youth in the subsistence and semi-commercial farmer groups benefit from value chains, access to infrastructure, market, and services, which will open up access to both on and off-farm employment. This will be achieved also by providing skills development for those with

² The Public Rental Board (PRB) was established in 1989 under the Housing (Amendment) Decree 1989. Its role is to provide transitional rental housing accommodation to low-income families. PRB determines the income criteria of persons who should qualify to rent to ensure that those assisted are low-income earners.

fewer skills and assets and by engaging selected better-off actors (such as commercial farmers or resort managers) who will generate employment for young women and men.

Main features of the project strategy for gender, youth inclusion and prioritisation of Indigenous Peoples are described below.

Gender Equality and Social Inclusion (GESI) Strategy

At project start-up, a full-time GESI Officer will be hired as part of the PMU. His/her first responsibility will be to develop a full-fledged GESI strategy for the project. The strategy will include a more detailed assessment of social and gender norms in the target provinces, along with the assessment of youth situation. It will identify challenges and opportunities for women, young people and marginalized groups to adopt new behaviours and develop profitable agriculture-based economic activities. This will also cover the assessment of women's time allocation and control over resources, as well as their social status and roles in and outside the household. On that basis and in collaboration with implementation and other project stakeholders, the provisional strategy in the PIM will be reviewed and developed as required to guide GESI efforts across all components and throughout project management.

The GESI Officer will also prepare a gender and social inclusion action plan, including a youth action plan, to guide project activities and ensure that project-supported organisations are inclusive of women, youth and poorer groups, and that they address GESI issues as part of their regular agenda. The plan will be presented in a user-friendly way, with clear implement action responsibilities, detailed phasing and include capacity building activities for the PMU, Lead Implementing Partners and main service providers.

The GESI Officer will provide capacity building to project staff, Lead Implementing Partners and service providers. The strategy will guide the development of transparent mechanisms for monitoring targeting effectiveness, including forms of organization that will facilitate the engagement of target groups in the monitoring process. BE-GREEN Annual Work Plan and Budget (AWPB) will include an annual GESI Implementation Plan.

The three pillars of the GESI strategy, Gender inclusion, Youth inclusion and iTaukei inclusion, are described hereafter.

Gender inclusion

Background

The 2020 Fiji Agriculture Census (Government of Fiji, 2021) has collected valuable statistics on the details of men and women's involvement in agriculture in the country, as well as the different access that men-headed and women-headed households currently have to economic resources and enabling services for agriculture. Data from the Census, as well as the Country gender assessment of agriculture and the rural sector in Fiji (FAO, 2019) suggest that agriculture (including crops, livestock, fisheries and forestry) may be underrated/unrecognized as a formal occupation, specifically for women but also for men. Women's roles in agriculture and other rural development sectors remain largely invisible and unaccounted for in most surveys. There is a scarcity of sex-disaggregated data (combined with a scarcity of data disaggregated by rural/urban location) and gender analysis across the development sectors. This makes it difficult to assess the value of rural women's contributions to agriculture and rural development. Several causes could explain this, including the lack of monetary income associated with farming, forestry and fisheries, and their association with the prevalence of subsistence agriculture.

Analysis of disaggregated data and consultations for the Gender Assessment shows that men have more advantages than women in many aspects concerning the agriculture sector in Fiji. In agriculture and fisheries, women have less control of economic resources and less decision-making power than do men. Women's effective participation in decision-

making on natural resource management is constrained by traditional social norms and rules of community governance. Most women concurrently participate in both the subsistence and cash economies while bearing a heavier burden of responsibility for day-to-day household work and caregiving. Overall, women spend more hours per week than men on paid and unpaid work.

More than five times as many men as women identify as farmers, despite women comprising more than a third of the members in agricultural households who are engaged in agricultural tasks. For fishing, twice as many men as women identify as fishers, despite roughly equal proportions of women and men engaging in fishing tasks.

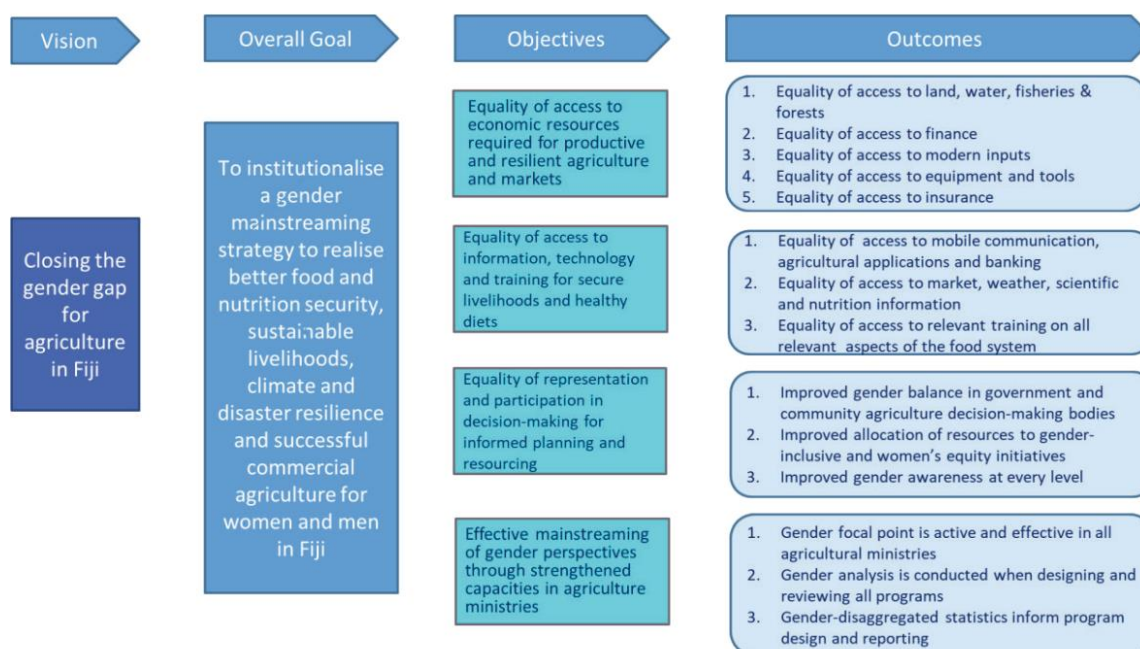
Fisheries in Fiji encompass marine, coastal and river habitats. As with agriculture, there are clear gender roles in fisheries activities. While fishing outside of reefs tends to be a domain of men, women and men both fish in coastal areas and rivers. However, men and women often fish or glean for different species and with different equipment. For example, women generally fish with hand lines and collect shellfish, octopus and freshwater mussels by hand using simple tools, while men fish from bridges or promontories with hand lines, working from small boats using nets or lines, or wading with nets. Women often have a less recognised role, which prevents them from being considered professional farmers and fishers, and consequently eligible for and interested in programs that benefit the sector and which can increase incomes and make livelihoods more secure. Men are also more involved in commercial and profitable agriculture activities that require some degree of technical knowledge and/or access to modern inputs and equipment. Activities in which women have a higher involvement are those that are more compatible with women's burden of unpaid household chores and role in feeding their families and carrying out community work. Similar patterns are found for fishing and forestry, with women always more involved in activities that are compatible with unpaid household and community responsibilities. For all subsectors, that is, crops, livestock, forestry and fishing, the Census reveals similar data: the more professional, commercial, or profitable the activity (measured by activities providing the highest cash or non-cash value), the smaller women's participation.

The Gender Analysis in the Census produced six main recommendations: (i) to promote professionalisation of female farmers in the agriculture sector; (ii) to increase technical education levels and technical assistance (to both women and men); (iii) to facilitate access to finance and digital services (for both women and men); (iv) to take a collaborative approach to close gender gaps in agriculture; (v) to raise gender awareness; and (vi) to adopt gender-inclusive policies and programs.

These complement the recommendations provided by the Gender Assessment, focused on *supporting the empowerment of rural women, improving policies and strengthening the capacity of institutions to deliver gender-responsive programmes and services, and make rural women's contribution to households and rural economies visible.*

In line with these recommendations, the Government of Fiji has developed a Policy for Gender in Agriculture in Fiji (2022-2027), which overall goal is to institutionalise a gender mainstreaming strategy and realise better food and nutrition security, sustainable livelihoods, climate and disaster resilience and successful commercial agriculture for women and men in Fiji, as illustrated in Figure 1 below.

Figure 1. Framework for the Policy for Gender in Agriculture in Fiji (2022-27)



Fiji's National Gender Policy emphasises that gender must be mainstreamed into all sectors, including fisheries, and a stand-alone gender policy is under preparation by the Ministry of Fisheries. The recently launched Aquaculture Development Plan 2024–2028, which provides a framework for policies supporting a competitive and sustainable fisheries sector with the vision of transforming commercial aquaculture into a profitable, sustainable, and environmentally friendly activity for farmers, promotes gender equality in the sector by identifying economic opportunities for women in the context of the green economy, including through value-chain development of fisheries' products, to support ecological resilience and contribute to sustainable development.

Gender assessment in project area

According to the census, in Cakaudrove province 11 414 people over 10-year-old indicated that farming was their primary or secondary occupation. From this group of people 87.9 percent and 12.1 percent were men and women, respectively, which reflects the overall situation described above.

Those indicating fishery as their primary and secondary occupation are 760 people. From this group of people 67.9 percent and 32.1 percent were men and women, respectively.

Table 2. Percentage distribution of farmers by occupational status in Cakaudrove province

	Employer	Self-employed	Paid family worker	Unpaid family worker
Male	0.3	38.5	0.3	60.7
Female	0.4	52.7	0.4	46.5
Total	0.3	41.4	0.4	57.9

At both the national and divisional levels, the most populated group of farmers is in the age range of 30-39 years (22 percent for both female and male farmers). However, data shows many youth (age range of 20-29 years) are also engaged in farming, especially in the province of Cakaudrove (23.8 percent). This may be related to yaqona (kava) production in which many of the young farmers in the province are engaged due to the crop's high economic value.

Table 3. Percentage distribution of farmers by sex and age group in Cakaudrove province

Sex	Age Groups					
	10 – 19	19 – 29	29 – 39	39 – 49	49 – 59	+ 59
Male	4.3	24.1	23.1	20.1	16.7	11.8
Female	2.4	21.8	26.3	21.5	15.7	12.4
Total	4.0	23.8	23.5	20.2	16.5	11.8

Key constraints for women in the agriculture and fisheries sector include:

- **Access to land.** Census data reflect a big gender gap that exists in term of access to land (either owned or leased), with the bigger is the land size, the smaller the number of female owners. The highest percentage of women is found in the landless category, with 26.5 percent of all landless households being female headed. In addition, iTaukei women who want to use iTaukei land to undertake agricultural or inland fishery farming rely on their mataqali to enable them to access and use land. Often land tenure systems around iTaukei land are a barrier for women who want to use land for economic purposes. Inheritance patterns for land rights vary from area to area, and while women can legally inherit land, their brothers or husbands often dominate decision making on land use.
- **Access to finance.** Census data show that the percentage of women borrowers is higher for farms with less than 1 hectare (with 23.5 percent women) and farms between 1 and 3 hectares (with 17 percent women). For bigger farms, female borrowers are under 10 percent in all cases. This shows that the smaller the farm, the more likely that women are the ones borrowing, and the bigger the farm, the fewer women are borrowers, suggesting that more women are involved in decision-making related to subsistence agriculture.
- **Access to and control over transport, technology, extension services, markets.** Since men are considered to be the heads of households and the primary decision makers, women have even less control over key productive resources such as transport, technology, extension services, markets, etc. This is partially due to male-dominated decision-making in village governance, which is exacerbated by the degree of isolation of the village, limited presence of governmental or development organizations. Men have greater access to machinery, vehicles and farm and fishing equipment, as well as control over most financial assets, including family savings and land leases.
- **Wage difference.** On average, rural women earn a quarter less than rural men while the gendered wage gap is smaller in urban areas (Fiji Employment and Unemployment Survey 2015/16).
- **Gender-based violence.** Fiji has one of the highest rates of gender-based violence in the world. Its root cause is patriarchy and the associated entrenched beliefs that give men more power and status. These traditional gender roles encourage men's power and control over women, which can lead to violence. External factors such as economic instability, stressed societies from disasters/loss and damage and the promotion of gender inequality through aspects of culture and religion can create a broader environment of risk for women and girls. (Fiji National Action Plan to Prevent Violence Against All Women and Girls 2023-2028).

Gender inclusion strategy

Pathways. BE-GREEN will support the implementation of the national Policy for Gender in Agriculture and, in line with the IFAD Policy for Gender Equality and Women's Empowerment³, will pursue women's empowerment via the following pathways:

- *for economic empowerment:* targeted financial literacy for women and youth through the Family Farm Team (FFT) approach; tailored support to women's groups, including supporting group strengthening around specific commodities to facilitate their access to market; promotion of equal access to and control over family's resources through the FFT approach, which seeks to address and mitigate barriers faced by women. The approach integrates mechanisms to transform unequal gender dynamics, fostering the socio-economic empowerment of women, including indigenous and young women, while ensuring the project does not inadvertently reinforce existing inequalities.
- *for decision making and representation:* separate consultations for women and youth in the process of development of community plans, called Vanua Plans, to ensure their thoughts and ideas are properly captured; promoting women's leadership skills for women groups; promoting women in leadership positions in the groups and cooperatives supported by the project; awareness raising on gender-based violence.
- *for equitable workload balance:* Family Farm Team to engage men in distribution of workload and enhance women's participation in productive activities.

Family Farm Team approach. The roll-out of the Family Farm Team (FFT) approach will be key to ensure women's empowerment across all project activities. FFT is a tried and tested Household Methodology adapted to the Pacific context. It enables family members to work together to improve relationships and decision-making, and to achieve more equitable workloads. The program focuses on building on the individual and family agricultural and cultural strengths to enable families to work in an equitable and effective way to develop their family farm. The program was originally developed in Papua New Guinea (PNG) through three Livelihoods and Learning for Sustainable Communities projects funded by the Australian Centre for International Agricultural Research (ACIAR). It is now being used across the Pacific. Existing training modules, adopted and implemented in Fiji by the Fiji Crop & Livestock Council, will be adapted to the project needs, with support from C2 LIP. This will include adjusting them to fit the Vanua planning process, as well as ensure that there are follow-up mechanisms to initial training, supported by C2 LIP community facilitators, to ensure continuity.

FFT encourages a gradual change in social norms by rebalancing gender relations through an inclusive and concerted approach. It uses simple mapping and diagramming tools to plan a family project based on the resources available at household level and in the village environment on the one hand, and those to be sought from outside on the other. Women and men within a household develop their own visions of change, based on an analysis of their current situation, their past and current achievements and their opportunities/forces with achievable goals and roadmaps to help them move towards these goals. Individuals record their schematic plans in locally available notebooks. They ensure constant evaluation and close monitoring of their own visions as a reflective learning process. One of the main objectives is to analyse and break down the barriers linked to gender inequalities at individual level and within family and professional circles, which are obstacles to achieving the visions of the future.

There are four modules to the programme:

- i. **Working as a family farm team for family goals**, which looks at the current division of labour and better ways for the family to work together. Additionally, it focuses on farming, financial and general goals for the family;

³ IFAD, 2012.

- ii. **Planning your family farm as a family team**, which focuses on mapping the family land, developing seasonal calendars for crops grown, aligning activities with family goals, drawing how they would like their farm to be in 5 years and developing a plan;
- iii. **Feeding your family farm team**, which looks at food and nutritional security for the family, including having a food security and nutrition plan for times of stress such as during a drought or following a tropical cyclone. Within the project, this module will also promote backyard gardens with diversified and nutrition-sensitive production;
- iv. **Communication and decision-making as a family farm team**, which focuses on the importance of shared decision-making, particularly as it relates to the family farm activities and financial decision-making. It focuses on improved communication and conflict resolution in support of good decisions for the family.

The second module will be modified by C2 LIP to: (i) cover family participation in the implementation of the community Vanua Plan, including the identification of priority actions that the family wishes to adopt or contribute to. Ideally this will include options from both Sub-component 1 and Sub-component 2. This step also needs to include identification of success indicators for family-led monitoring (see Step 4); and (ii) include basic financial literacy, covering Planning and monitoring the family budget, Saving to meet family goals, and Use of financial products and services, including managing remittances for uses beyond consumption.

In terms of process, the manual developed by the Fiji Crop & Livestock Council will be adapted to the needs of the BE-GREEN project through a collaboration between Fiji Crop & Livestock Council (which will act as trainer of trainers) and C2 LIP and further used to train village facilitators as well as local farmers as 'peer educators'.

C2 LIP will have the overall responsibility over FFT implementation, and its staff will be trained by a master trainer from Fiji Crop & Livestock Council. It is important that the C2 LIP community facilitators, once trained, adapt activities for their local situation and focus on those that are better suited for the farmers in their area. It is also important that the trainers do all the activities as a learning group in order to experience the learning process themselves. This will increase their own understanding of gender issues in families and prepare them for working with other families. This may also give them insights into their own family and help them be role-models to others. Finally, PMU staff and staff engaged through the contract with C3 LIP for Sub-components 2.2 and 3.1.

The four family-based learning modules in the Fiji FFT Manual are presented in a workshop format. The workshops are held in local venues to ensure that women do not have to leave their families and farms for extended periods of time. As many participants have low levels of literacy, the program uses visual activities, small group work, role-plays, and discussion. The length of each module depends on literacy levels and group size and can range from a half-day to a full day.

The gender-inclusive approach of FFT is essential in cultures where gender-based violence can be a risk if the development process focuses solely on women. Mixed-gender groups, where males and females from a family work together, are essential to the Family Teams process. Men are more likely to support women in their goals and aspirations if they can see the benefits for the family as a whole. Therefore, it is expected that the implementation of FFT will result in avoided gendered conflicts and reduction of gender-based violence.

The FFT is expected to benefit all 12 300 direct beneficiaries of the project.

Women groups. The project will engage traditional women's groups, present in all communities, as entry points for delivering capacity building and coaching on financial, market and business literacy and on organisation into cooperatives.

Gender-inclusive value chains. The project will promote value chains where women are very active, and where it can contribute to improving returns to capital and labour. These include specifically seaweeds collection and processing, mangrove restoration and mangrove oyster commercialisation; plant and marine-based handicraft; floriculture.

M&E. BE-GREEN sets a target for women as a percentage of beneficiaries (50%) and will ensure gender and inclusion is integrated within the project M&E through:

- Collection of data disaggregated by sex/age/Indigenous Peoples (IP)
- Integration of gender-specific indicators in the logframe:
 - Number of women with new jobs
 - Number of women trained in climate resilient production
 - Number of women trained in financial and business literacy and/or use of financial products and services
 - Number of women members of Producers' Organizations /MSMEs reporting an increase in sales and Rural producers' organizations⁴ engaged in formal partnerships/agreements or contracts with public or private entities
- Impact survey results disaggregated by age, gender, IPs status; Qualitative data through women focus groups.

Responsibility for mainstreaming gender will be included in the **TORs** of all key PMU staff, with precise expertise of the **Gender and Social Inclusion Specialist**, as well as in **TORs for service providers**.

Policy dialogue. The project will also engage in policy dialogue by supporting the implementation of the national Policy for Gender in Agriculture (2022 – 2027) and synthesising and disseminating lessons from its implementation.

JP-RWEE. In addition, the GESI expert will use lessons from the ongoing implementation of the Joint Programme on 'Accelerating Progress towards the Economic Empowerment of Rural Women' (JP-RWEE) in Fiji to contribute to policy dialogue, and successful and replicable activities will be integrated into BE-GREEN, whenever possible.

JP RWEE is a global initiative aiming to secure rural women's livelihoods, rights, and resilience through a holistic approach encompassing social, economic and political domains of empowerment. Jointly implemented by the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the programme builds on each agency's comparative advantage and strengths to improve the status of women in rural areas.

In Fiji, JP RWEE targets 500 direct and 2,000 indirect beneficiaries on the main island of Viti Levu and the main implementing partner is PCDF. The programme focuses on the creation of rural women's farmers' associations to facilitate their access to market, in particular supporting aspects such as: (i) training in financial literacy, including in relation to issues such as economic dependency and gender-based violence; (ii) common property of agricultural tools that they can use rotationally for a small fee; (iii) increasing their negotiation power vis-à-vis middlemen; (iv) secure a physical space for selling their produce in the market in town; (v) represent women's issues at the Town Council.

Inclusion of Indigenous Peoples (iTaukei)

The 2019-20 Household Income and Expenditure Survey (HIES) gives a population estimate of 864,132 for the whole of Fiji, of which 62 percent are identified as indigenous (iTaukei). In the project area, based on the 2017 Population Census it is estimated that this percentage raises up to 78%. Therefore, the project will target at least 75% iTaukei in proportion to the overall population. iTaukei people living in the project areas, especially women and youth, experience low socio-economic status and limited opportunities. The targeting of iTaukei will follow the same targeting criteria illustrated above, selecting

⁴ Both formal and informal.

producing households belonging to the subsistence and semi commercial producers' categories, and giving priority to women-headed households and youth-headed households. Direct targeting of indigenous women and youth will follow the strategy outlined above.

iTaukei will be actively engaged through consultations at the village and community levels, following their traditional governance structure and relying on their land allocation system as per the *iTaukei Land Act 1905*.

The **iTaukei Land Trust Board** holds the rights to all iTaukei land, with consent of the Board required for any leasing of iTaukei land. Leasing can only occur if the land is not occupied or required for use by the iTaukei owners. The **Ministry of iTaukei Affairs (MiTA)** will be engaged in all aspects of project implementation related to iTaukei. The Ministry is responsible for the preservation of Fijian culture and the economic and social development of indigenous Fijian. It is tasked in formulating government policies and programs focused entirely on the indigenous population and provides a direct link between government, iTaukei institutions and its administration across the country. It keeps official records relating to iTaukei land, fishing grounds, chief traditional knowledge and expressions of culture. The Ministry is also tasked to deal with disputes over land, fishing grounds, and traditional chief titles. Considering the project engagement with the MiTA and the security of the iTaukei land tenure system and its governance through the mataqali (clan/landowning unit) up to the Land Trust Board, benefits and opportunities for iTaukei will be maximised through the project.

iTaukei inclusion strategy

In line with IFAD Policy of Engagement with Indigenous Peoples (2022), BE-GREEN will enhance Indigenous Peoples' livelihoods building on their cultural heritage and identity as assets, such as by promoting self-determination (Free, Prior and Informed Consent), traditional knowledge and food systems, tenure security, recognition of their role as stewards of natural resources and biodiversity, and inclusive income generation and market access alongside women's empowerment.

The following provisions have been taken to ensure that the project prioritises Indigenous Peoples:

- Setting of **targets** for iTaukei as a percentage of beneficiaries (75%).
- **Free, Prior, and Informed Consent (FPIC)** integrated into project activities, ensuring adequate provisions and budget allocation throughout the project implementation, including for its monitoring.
- Targeted **consultation process** with iTaukei institutions and village level authorities as part of project planning and implementation Through the consultation process associated to the Vanua planning, project activities and pathways for socio-economic empowerment will leverage Indigenous knowledge. As a key part of the consultation process, traditional practices related to natural resource management and food security, such as the traditional seasonal and lunar calendar, as well as practices related to traditional crafts and arts skills, especially for rural indigenous women, will be assessed in terms of potential for building climate, environmental and socio-economic resilience and included in the plans with the objective of

Youth inclusion

Background

Youth in Fiji are defined in the National Youth Policy 2018 as "males and females between the ages of 15 to 35 years". This is broader than the United Nations, which defines youth as between the ages of 15 and 24 years old.

The 2020 Fiji Agriculture Census (2020 FAC) has, for the first time, collected sex, age and geographic disaggregated data on young men and women in agriculture, forestry and

fisheries. This rich data source, published in the Youth in Agriculture in Fiji analysis report (FAO, 2022)⁵ shows that Fiji, like other countries, is facing challenges in attracting and maintaining young people in the agriculture sector. Overall, young farmers face similar challenges to all farmers across the agriculture sector as it evolves into a more professional, commercial sector. Specific barriers to entry related to training, access to land, markets, equipment and credit are more acute for younger farmers and can act as disincentives to youth entry and retention in the sector. Young women face even more acute constraints than young men in all aspects and require specifically targeted inputs in closing the gender and age gap.

Demographically, young people are underrepresented in agriculture. According to FAC 2020, of the 83 395 total number of farmers in Fiji, 27 810 were considered youth, or 33 percent of all farmers. While many young people are involved in agriculture, the majority do not see it as their professional occupation with many young people classifying themselves as unpaid family labour. Female youth represent only 4.4 percent of all farmers who consider farming to be their occupation. This relative 'invisibility' of young women in agriculture is reflected across all categories including education, training, employment, land and financial services. In terms of education, training and agricultural assistance, young farmers are overall better educated than the older generation. There is a stark divide, however, between young men and women when it comes to educational attainment. The implications of lower education for young women farmers before starting their profession perpetuate their exclusion from professional agriculture for the rest of their lives.

Youth and especially young women are also underrepresented in their access to agricultural training and assistance, which represents a missed opportunity to innovate and expand commercial agriculture in Fiji. While youth represent a third of all farmers, only a quarter had received technical agricultural training in the 12 months prior to the survey, with women under 35 representing only 2 percent. The government is the largest provider of agricultural assistance.

Family-based smallholder subsistence or semi-commercial farming is the predominant mode of production in Fiji, and youth contribution is intrinsic to this model. About 59 percent of agricultural household members consider themselves unpaid family workers, and 21 percent of the total are under the age of 35. Forty percent of agricultural household members classify themselves as self-employed with 12 percent of the total as youth. Less than 1 percent are employers or wage earners. Young women are more involved in processing of home produce for sale (26 percent) and in cleaning/washing/drying and peeling activities (15 percent). They are also more likely to be involved in the marketing of produce (9 percent). Due to high investment in assets required, youth are significantly less likely to be involved in livestock production compared to crops, both in absolute numbers and as a percentage of the total farmers. Yaqona (kava) is the most significant cash crop for young farmers and provides an important entry point for young people to commercial agriculture.

Village youth tend to have access to traditional land, with 70 percent of young farmers farming traditional land. Youth ownership of land however (5 percent) is significantly lower when compared to older generations. MoA and other government institutions are pursuing a strategy of promoting further allocation of underutilized traditional land for young farmers to engage in commercial agriculture. Youth utilization of machinery is much lower than the older population. Young farmers are less likely to have access to small machinery at 10 percent and heavy machinery at 6 percent of all farmers. Young farmers are also less likely to have a bank account (27 percent) than their older counterparts, which indicates low access to financial services. This is particularly true for young women farmers, with only 3 percent of all young women farmers with bank accounts.

⁵ <https://openknowledge.fao.org/items/88bea56d-98fa-46e6-8922-8085cbd6524e>.

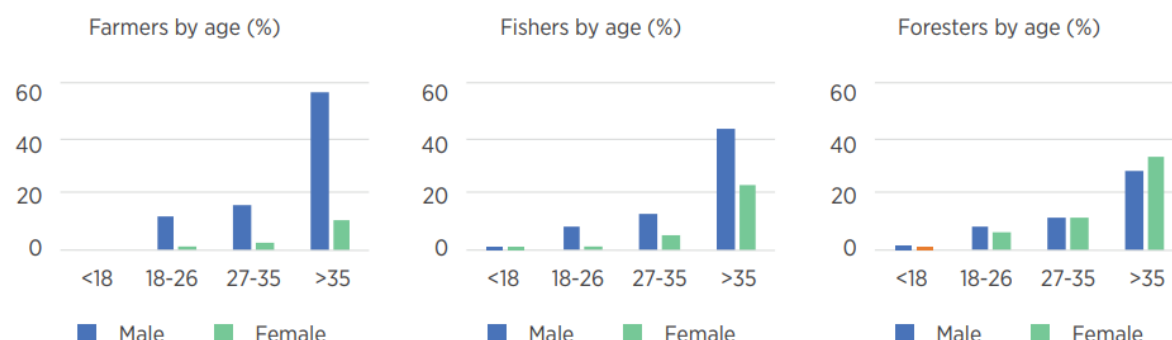
In relation to forestry, young people, including young women, are better represented in the forestry sector than in crop and livestock. The gender balance for youth engaged in forestry is more equal than for farmers, with 18 percent of the national youth total being women and 21 percent men. This is principally attributed to the gendered division of labour, where women are more involved in gathering for domestic purposes but also indicative of the relative lack of investment or assets required for entry into forestry work.

Relating to fisheries, the relatively low number of fishers overall (4 513) may be attributed to many people engaged in fishing or gathering food from the sea considering it a supplementary activity rather than a primary or secondary occupation. Thirty-five percent of all fishers by primary or secondary occupation are under the age of 35, which is a slightly higher percentage to crop and livestock at 33 percent. Young women represent 11 percent of fishers, which is more than double the percentage for crop and livestock (4.4 percent). While fishing may require substantial inputs and is considered a male activity, gleaning of fish/seafood products is seen as women's work and does not require as many inputs as for farming and, as such, may have fewer entry barriers.

Table 4 – Number and percentage of farmers, foresters and fishers as primary and secondary occupations, by age group and sex

Number and percentage of farmers, foresters and fishers as primary and secondary occupations, by age group and sex

	<18 years				18 to 26 years				27 to 35 years				>35 years				Total
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	
Farmers	774	0.9	80	0.1	9 960	11.9	1 320	1.6	13 409	16.1	2 267	2.7	47 281	56.7	8 304	10.0	83 395
Foresters	214	1.5	134	1.0	1 330	9.4	954	6.8	1 390	9.9	1 427	10.1	3 946	28.0	4 699	33.3	14 094
Fishers	35	0.8	7	0.2	439	9.7	172	3.8	620	13.7	304	6.7	1 913	42.4	1 023	22.7	4 513

Table 5 – Percentage of farmers, foresters and fishers by age and sex**Percentage of farmers, foresters and fishers, by age and sex**

Source: Fiji Ministry of Agriculture and FAO. 2021a.

Youth assessment in project area

The largest number of young farmers is found in the Northern Division (26 911). Within the Northern Division, the province of Cakaudrove has the highest number of youth farmers (4 787) compared to other provinces in the country. The well-established, profitable yaqona industry, with existing markets, provides lucrative returns in this province and may contribute to increased youth participation, as does the vibrant crop farming sector for rice, dalo and fruits. Interestingly, young women are also best represented in the Northern Division, especially Cakaudrove.

Table 6 - Number of farmers in Cakaudrove by age group and sex**Number of farmers, by province, age group and sex (continued)**

Region and province		<18 years		18-26 years		27-35 years		Total youth <35		>35 years		Total
		#	%	#	%	#	%	#	%	#	%	
Cakaudrove	Male	181	2	1 923	19	2 124	21	4 228	42	5 807	58	10 035
	Female	11	1	221	16	327	24	559	41	820	59	1 379
	Total	192	2	2 144	19	2 451	21	4 787	42	6 627	58	11 414

Cakaudrove has 41 percent of all youth in Fiji that declares their occupation as forestry, which is in line with the high number of forestry schemes there. Cakaudrove has a much larger proportion of young men than young women working in forestry. Many pine forestry schemes, which are more likely to employ young men, are found in Cakaudrove.

Thirty-five percent of all fishers by primary or secondary occupation are under the age of 35, which is a similar percentage to crop and livestock at 33 percent. Young women represent 11 percent of fishers, which is more than double the percentage for crop and livestock (5 percent). Fishing, for both youth and older fishers has a better gender distribution (women are 33 percent of the fisher primary/secondary occupation) than crop and livestock (where women represent only 14 percent of the crop and livestock primary/secondary occupation). The Northern Division has the highest number of fishers, including young fishers, especially in Cakaudrove (327), where coastal fish stocks remain high. While census data aggregates crop and livestock, youths are less likely to be involved in livestock production or aquaculture compared to crops or fisheries. Asset requirements of land, infrastructure as well as the livestock itself and feed may act as entry barriers. Young women are even less likely than young men, apart from poultry feeding and

management. Yaqona is the most significant cash crop for young farmers and cassava and dalo as food security crops

Several constraints are identified as particularly relevant to young farmers entering the sector and include:

- Lack of leadership, confidence and mandate in a village setting to be agents of change and pursue new ideas. Young people tend to exhibit a lower appetite for innovation and a stronger inclination to follow established, proven methods for generating wealth through agriculture (the attraction of yaqona as established cash crop with excellent return is a good example and attracts many young farmers, with negative effects on the environment);
- Poor agricultural practices and limited access to technology, knowledge, and markets;
- Limited production planning, market information, infrastructure and access to capital;
- Gaps in participation of extension services in agriculture, fisheries and forestry training for both young women and men;
- While most village youths access traditional land made available by land-owning clans (mataqali), this land is often small in size. Access to land for non-iTaukei farming youth is a major challenge.

To address the constraints identified above, the Government of Fiji has developed a '**Youth in Agriculture Policy 2022-27**', whose vision is that "young people are empowered for active participation across all aspects of the agri-food system". Its goal is "to actively promote youth engagement to strengthen food and nutrition security, commercial agriculture, sustainable livelihoods and climate and disaster resilience". The policy recognises that a holistic approach is required that addresses education and schooling, entry and retention in the sector, innovation, technological uptake, entrepreneurial and business skills and ultimately the requirements for building a successful lifelong career in the agri-food system. Since this is beyond the remit of any one ministry or actor, the policy, while hosted by MoAW, incorporates inputs across all relevant areas with substantial engagement of the Ministries of Forestry, Fisheries, Youth and Sports, iTaukei Affairs, Women, Children and Poverty Alleviation, Commerce Trade Tourism and Transport, Education and Rural Maritime Development and Disaster Management.

The policy has 4 objectives: Objective 1- Increasing Access to Productive Resources, Financial Services and Markets; Objective 2 - Enhancing Knowledge, Education and Skills; Objective 3 - Supporting Innovation and Transition to Commercial Agriculture; Objective 4 -Strengthening Sustainability and Climate/Disaster Resilience. These objectives are further elaborated into 14 outcomes that seek to collectively strengthen youth participation in agri-food systems in Fiji. Under objective 1, the outcomes seek to promote increased youth access to agricultural land, equipment, tools and agro-inputs, financial services and markets. Under objective 2, the outcomes seek to improve agricultural education and training opportunities, ensure agriculture extension services and programmes are youth inclusive and address the negative perception of agriculture among young people. Under objective 3, the outcomes seek to increase youth access to technology and innovation, build capacity for entrepreneurship and small business management and increase value add opportunities across the agri-food system. Under outcome 4, the outcomes seek to build resilience in the agriculture sector to climate change and natural disasters, improve the Ministry of Agriculture's leadership capacity to address sustainable agriculture and promote capacity of young farmers in agro-ecology and environmentally sustainable practices.

Youth inclusion strategy

Alignment. BE-GREEN supports the implementation of the national Youth in Agriculture policy across its four objectives by taking a youth sensitive approach that focuses on youth economic empowerment, their profitable engagement in sustainable and resilient on-and off-farm activities and empower them as agents of change both within their households and their communities.

The project thus also addresses the priority themes of the IFAD Rural Youth Action Plan (Youth employment and entrepreneurship; Access to land and natural resources; Access to rural finance; Access to climate-resilient productive technologies and practices; Profitable smallholder organizational models), as well as one *emerging* theme, which is Indigenous youth. BE-GREEN is aligned with the following strategic directions of IFAD Plan: (i) business development services; (ii) vocational and technical training; (iii) actions targeting youth including credit/equity financing for youth-owned enterprises and start-ups, innovative use of migrants' remittances to spur investment in rural youth, agricultural risk management and involving youth as stakeholders in farmers organizations, youth associations and cooperatives; and (iv) engagement with governments and youth for conducive policy frameworks.

Target groups. Youth constitute a main target group of BE-GREEN, with at least 30 percent of all beneficiaries to be between 15 and 35 years old. Two sub-groups will be specifically targeted:

- **Young women.** As illustrated by the data presented above, they have fewer ways of earning a living than young men. They are more exposed than their male counterparts to gender-specific disadvantages in the labour market, including gender-based violence, lower wages and labour exploitation. The differentiated approach to targeting young men and young women will be grounded in a solid understanding of what drives their specific aspirations. The participatory planning approach adopted by the project, as well as the FFT, will be the main tools in support of the differentiated targeting approach. Since youth groups are male dominated, while young women tend to integrate women's groups, the project will engage with both youth and women's groups in all communities to ensure inclusion of young women.
- **Non-iTaukei youth** who do not have access to land. They will be supported to access under-utilized land for agricultural production both by strengthening the formation of community-based youth groups and facilitate their access to community land, and also through the Committee for the Better Utilisation of Land (a governmental initiative to encourage landowners to lease out their unused land to tenants so it can sustain the needs of the agriculture sector in Fiji.) for them to access under-utilised land for agricultural production.
- Young people from vulnerable groups, such as **youth with disabilities**. They will be targeted as part of the 50 particularly disadvantaged households that are provided with transitional rental housing accommodation by the Public Rental Board (PRB) in Savusavu district, and engaged in the project through floriculture or other suitable activities.

Measures. The following measures will be implemented to ensure the youth-sensitivity of the project:

- Development of a project **youth strategy** and action plan, as part of BE-GREEN GESI Strategy by the GESI specialist in collaboration with the PMU.
- Setting of **targets** for youth as a percentage of beneficiaries (30%).
- **Mainstream youth in all relevant project activities.** For example: (i) prioritise for the innovation grants specific areas where youth are well represented such as fisheries and forestry (and floriculture for young women); (ii) criteria for selection of community facilitators (responsible for supporting the community plan

preparation and implementation) to prioritise young men and women, including through quotas; (iii) make project-financed matching grants accessible to youth-owned MSMEs with a reduced own equity requirement; etc.

- Adoption of the **FFT approach** (see gender section above) to support mindset and behavioural change towards a better recognised youth role within the household.
- **Youth-sensitive value chain analysis.** It will identify issues and opportunities for youth and targeted interventions to enhance their participation.
- Increase **training** and assistance for rural youth. This will involve ensuring that all technical training initiatives include a quota for young men and women. These trainings will promote the professionalization of young farmers and include, in particular, training on financial literacy including remittance use, business skills, and planning and investment strategies. While women in Fiji have traditionally focused on selling produce in rural markets, there is an opportunity for young women in particular, to improve their skills to extend this to more commercial forms of marketing.
- Engage and **support the Cakaudrove Provincial Youth Council** (see below) in its strategy to: facilitate the formation of community youth groups; formally register youth groups; develop communication activities, including through social media, to advance positive perception of youth in agriculture.
- Establishment of a **Youth award**, an annual competition between young men and women who successfully developed activities combining environment restoration and income generation. The winners will receive a monetary prize and will also be engaged in media communication campaigns and peer-to-peer exchange tours, as 'ambassadors' of environmentally sustainable and resilient economic activities.
- The project will also engage in **policy dialogue** by supporting the implementation of the national Youth in Agriculture Policy (2022 – 2027) and synthesising and disseminating lessons from its implementation.
- Responsibility for mainstreaming youth inclusion will be included in the **TORs of all key PMU staff**, with precise expertise of the Gender and Social Inclusion Specialist.
- Responsibility for mainstreaming youth inclusion will be included in **TORs for service providers**.
- Age-disaggregated data will be collected and analysed in the **M&E** system.

A key partner in the implementation of the youth strategy will be the **Cakaudrove Provincial Youth Council (CPYC)**. CPYC is a non-profit club established to oversee and implement youth projects in the province. Its purpose is to: (i) actively involve youth in policy issues affecting them, broaden the scope of youth leadership in the District, and promote public awareness of the strengths and abilities of youth; (ii) develop and make recommendations on programs which promote collaboration between public and private organizations in delivery of services that foster positive development of Cakaudrove youth; and (iii) communicate accurate and timely information concerning issues facing the Cakaudrove youths and work in collaboration with the Ministry of Youth and Sports in addressing those issues.

The Council aligns its efforts with the seven strategic priorities outlined in the Fiji National Youth Policy 2023–2027, tailoring these priorities to support development within the districts of Cakaudrove. BE-GREEN will provide financial support to CPYC for: (i) 'rural animation' activities (festivals, sportive competitions, etc.); (ii) awareness raising and communication activities; (iii) reach out activities to youth groups in the project areas for them to register officially and therefore access training and capacity building opportunities offered by the Government and by private actors. Currently, in the districts targeted by the project, 76 youth groups are registered, out of a total of 109 in the entire province.

The CPYC will also collaborate with C2 LIP in the process of raising awareness on the project and on the youth award activity.

- preserving, encouraging and strengthening indigenous values.
- Collection of **disaggregated data** on Indigenous Peoples.
- **ToR** of the Gender and Social Inclusion Specialist in the PMU, with specific responsibilities for Indigenous Peoples.

Implementation modalities

The Project Director will have the overall responsibility of ensuring the promotion of inclusive approaches and mainstreaming of targeting and gender requirements in all of the project activities in accordance with the GESI Strategy and Action Plan.

The main responsibility for implementation of the gender equality and social inclusion strategy stays with the GESI officer. A job description is in Annex 1 to the PIM.

Responsibility for mainstreaming women and youth inclusion will be included in the terms of reference of all key project staff and service providers.

Target group engagement

The project is a community-driven development initiative, with focus on the development and implementation of community plans, led by the communities themselves. This process will be supported by an experienced service provider, which will assign a dedicated facilitator to each community. The plan preparation process involves sharing GIS-based information with the communities, creating a platform for discussions on current trends, potential impacts, and strategies for land improvement and socio-economic development. Emphasis is placed on fostering meaningful participation, particularly from vulnerable groups, youth, women's groups, and other key stakeholders engaged in community development.

This process will include capacity-building activities for community members and farmers', youth and women organizations, so they graduate to become autonomous organizations able to make informed decisions, participate in project planning and implementation and apply good governance and inclusion for broad-based representation of women, youth and marginalized groups. Government agencies, implementation partners, and other relevant stakeholders will actively participate in the development, execution, and monitoring of the plans. Vanua planning in iTaukei communities will also engage the Ministry of iTaukei representatives and the Turaganikoro, who will endorse the plan following consultations with all community members with their consent documented, in accordance with the project's Free, Prior, and Informed Consent (FPIC) implementation plan.

The implementation of the *Vanua Plans* will be supported at the household level through the Family Farm Teams (FFT) approach, to support participation in community planning, promote equitable benefit sharing within households, empower women and youth, reduce gender-based violence, and encourage the adoption of restorative and climate-resilient agricultural practices.

During the implementation, regular community meetings involving community facilitators and other representatives from the program and local administration will be held to collect feedback and update members on progress. Other feedback mechanisms will rely on: (i) the project website and social platforms, project reporting (details in PIM Section 6), and satisfaction assessment in impact surveys; (vii) participatory planning process for the preparation of AWPBs based on community consultations; (viii) M&E/KM system assessing participation of and outreach to different categories of farmers and vulnerable groups and providing all stakeholders with profiling of achievements and good practices; (ix) contract deliverables of service providers reflecting gender and inclusion targets and indicators.

To ensure inclusivity, the project's Gender Equality and Social Inclusion Officer, along with community facilitators, will focus on integrating vulnerable groups into consultations and planning. Their active engagement and feedback will be sought throughout the process.

Grievance Redress

BE GREEN will establish a project-level Grievance Redress Mechanism (GRM) to address feedback and concerns from beneficiaries and stakeholders. Community facilitators will be oriented to share the grievance reporting process with the community. The GRM will adhere to established practices and provide multiple access points—including telephone, complaint boxes, a website, email, and postal addresses—ensuring that beneficiaries know whom to contact regarding their concerns.

A focal point will be appointed at the community level to facilitate grievance collection and resolution. The district and PMU will also have dedicated GRM focal person to facilitate the process. This individual will acknowledge receipt of grievances, ensuring privacy for the person or organization submitting the concern. If necessary, a grievance resolution committee will be formed to address issues, with decisions communicated promptly to the relevant parties.

Grievances can be raised at any level, including the community, district, Project Management Unit, or IFAD office. Detailed procedures are outlined in the Grievance Redress Mechanism annexed to the SECAP.

To promote awareness, posters displaying the contact details of the GRM focal person or information officer—including their photo and phone number—will be prominently placed at project office. Additionally, a complaint and suggestion box will be made available in every office. All complaints received by the implementing agency will be recorded and documented in progress reports, which will include the number and types of complaints received and the outcomes of their resolution.

3.8 Procurement

Procurement is a critical aspect of the BE-GREEN Project and must be managed efficiently to ensure the project's success. However, it is important to recognize that there is a substantial inherent risk of non-compliance with IFAD's Project Procurement Framework (PPF). Public procurement in Fiji is currently governed by the Procurement Regulations 2010, as amended, along with its implementing guidelines. These regulations are not regularly updated or consolidated and primarily focus on the procurement of goods rather than consulting services and works. Additionally, the evaluation and award criteria are geared more towards goods procurement, which can pose challenges for projects involving consulting services and works.

To align with international procurement standards, the Government of Fiji plans to introduce a new procurement law in 2025. In the interim, the BE-GREEN Project will adhere to the IFAD Procurement Handbook and Standard Procurement Documents, as may be amended from time to time. Consequently, the Fiji Procurement Regulations 2010, as amended, including its implementing guidelines, will not apply to the BE-GREEN Project.

Procurement for the BE-GREEN Project will be managed through three project procuring entities: the Project Management Unit (PMU) and the two Lead Implementing Partners (LIPs) responsible for Sub-components 2.1 (PCDF) and 2.2 and 3.1 (PIFON). Procurement decisions will be made by these entities, with the PMU overseeing procurement functions. The PMU will have a dedicated Procurement Officer and Procurement Assistant, while PIFON will engage a full-time Procurement Associate to manage the anticipated volume of procurement for Sub-components 2.2 and 3.1. PCDF, which is expected to have a lower procurement volume, will designate a Procurement Focal Point from its project personnel.

The PMU, PIFON, and PCDF will coordinate closely to ensure that procurement processes align with the AWPB and the IFAD Procurement Handbook. The key responsibilities for managing procurement activities include:

Reviewing proposed procurement activities to ensure compliance with the AWPB, appropriate procurement packaging, and alignment with IFAD's guidelines.

Preparing bidding documents in collaboration with project staff and consultants, ensuring SECAP-associated mitigation measures are incorporated where applicable.

Efficiently managing procurement processes in line with the modes of procurement identified in the online Procurement Plan (PP) and ensuring that all procurement actions are uploaded and updated in IFAD's Online Procurement End to End System (OPEN) for prior no-objection.

Ensuring compliance by suppliers, service providers, contractors, and consultants with their contractual obligations.

In addition, the PMU Grant Manager will lead the development of a Grant Manual for procurement by grantees under Sub-component 2.3. This manual will establish simplified procurement procedures for grantees and outline grant acquittal procedures and documentation requirements. The PMU will directly pay suppliers, consultants, and contractors as the preferred mode of payment, with the procurement section of the Project Implementation Manual (PIM) providing additional guidance for these activities.

An 18-month Procurement Plan, along with the initial AWPB, will be submitted by the PMU to the National Project Steering Committee (NPSC) for approval. Following NPSC approval, the plan will be uploaded to IFAD's OPEN for prior review and issuance of a No Objection.

To build procurement capacity, the Procurement Officer and Assistant will be nominated for enrollment in IFAD's BUILDPROC Procurement Training Program, helping to strengthen compliance with IFAD's procurement procedures and best practices.

Lastly, to foster beneficiary co-ownership and the sustainability of specific sub-projects, procurement via community participation will be encouraged wherever appropriate.

3.9 Annual Work Plan and Budget (AWPB) and Procurement Plan (PP)

This section outlines the preparation process for the first-year Annual Work Plan and Budget (AWPB) and the 18-month Procurement Plan (PP) for the BE-GREEN Project, as well as the steps to finalize these documents and obtain necessary approvals. The preparation process will involve clear roles and responsibilities, timelines, and adherence to the guidelines provided in the Financing Agreement.

Annual Work Plan and Budget (AWPB)

The PMU will be responsible for preparing the AWPB in accordance with IFAD procedures and the Financial Management Act 2004 and Finance Instructions 2010 regulations of the Government of Fiji. The AWPB will include sufficient detail, broken down by categories, components, and financiers, and will be submitted to the National Project Steering Committee (NPSC) for approval. Once approved, it will be sent to IFAD for no-objection at least 60 days before the start of the fiscal year.

The AWPB will be developed in conjunction with an 18-month Procurement Plan, ensuring that both plans are aligned with the project's objectives and outcomes. The AWPB will be entered into the Financial Management Information System (FMIS), where it will be used for comparison against actual expenditures. This process will help ensure that project funds are used efficiently and transparently.

As part of the preparation, the PMU will develop a comprehensive Gantt chart for the first 18 months of the project. This Gantt chart will complement the AWPB by addressing gaps that the AWPB cannot fully capture, such as activities without specific budget allocations, interdependencies, and milestones. The chart will be explicitly linked to the project's overall objectives and outcomes to ensure alignment with the project's goals.

To ensure that the work plan and budget are optimized for effective execution, the project team may conduct an annual strategy workshop. This workshop will provide an opportunity to reassess risks, prioritize activities, and adjust strategies to maximize impact. It will be ideally held just before a supervision mission, helping shape decisions for the upcoming year.

Procurement Plan (PP)

Procurement for the BE-GREEN Project will follow IFAD's Procurement Framework and guidelines, while recognizing the specific context of Fiji's current procurement regulations. The existing Procurement Regulations 2010, as amended, primarily focus on goods procurement and are not regularly updated. They do not provide comprehensive templates for consulting services or works. As a result, procurement for the BE-GREEN Project will adhere to IFAD's Procurement Handbook, Standard Procurement Documents, and any updates to these documents.

The Government of Fiji plans to introduce a new procurement law in 2025 to align with international procurement standards. In the interim, the BE-GREEN Project will ensure compliance with IFAD's guidelines, and the Fiji Procurement Regulations 2010, including the implementing guidelines, will not apply to this project.

Procurement activities will be managed in Savusavu by three project procuring entities: the Project Management Unit (PMU), the Lead Implementing Partner (LIP) responsible for Sub-component 2.1 (PCDF), and the LIP responsible for Sub-components 2.2 and 3.1 (PIFON). The PMU will oversee procurement, with the Procurement Officer and Procurement Assistant ensuring compliance with IFAD's standards. PIFON will engage a full-time Procurement Associate for Sub-components 2.2 and 3.1, while PCDF will designate a Procurement Focal Point to handle limited procurement needs under Sub-component 2.1.

Procurement responsibilities include:

- **Reviewing proposed procurement activities** to ensure alignment with the AWPB, appropriate procurement packaging, and compliance with IFAD's Procurement Handbook and Project Procurement Guidelines.
- **Preparing bidding documents** in coordination with project staff and consultants, incorporating SECAP-associated mitigation measures where applicable.
- **Managing procurement processes** efficiently, in line with the procurement methods identified in the online Procurement Plan and the Online Procurement End to End System (OPEN).
- **Uploading contract data** in OPEN and ensuring that contractors, consultants, service providers, and suppliers fulfill their contractual obligations.
- **Developing a Grant Manual** for procurement by grantees under Sub-component 2.3, ensuring simplified procurement procedures for grantees aligned with the Ministry of Agriculture's current procedures.

The draft 18-month Procurement Plan will be submitted to the NPSC for review and approval. After approval, the plan will be uploaded to IFAD's OPEN system for prior review and issuance of a No Objection.

To strengthen procurement capacity, the Procurement Officer and Assistant will participate in IFAD's BUILDPROC Procurement Training Program. This training will support the project team in ensuring compliance with IFAD's guidelines and fostering best practices in procurement management.

Additionally, the project will encourage community participation in procurement where appropriate, fostering beneficiary co-ownership and sustainability in sub-projects.

3.10 Financial Management

All information related to the project's financial management can be found in the Project Financial Manual, located in Appendix 7

3.11 Human Resource Management

Effective human resource management is essential for the success of the BE-GREEN Project. This section outlines the processes for staff recruitment, remuneration, and performance evaluation, ensuring that the project team is composed of highly skilled individuals who can contribute to the successful implementation of the project's objectives.

Staff Recruitment Processes

The recruitment process for the BE-GREEN Project will be guided by IFAD's policies and the recruitment guidelines of the Government of Fiji, as appropriate. The Project Management Unit (PMU) will be responsible for managing the recruitment process, with oversight from the National Project Steering Committee (NPSC). Recruitment will be carried out transparently, ensuring equal opportunities for qualified candidates and prioritizing local talent wherever possible.

Positions within the project will be advertised publicly, and selection criteria will be clearly defined in the job descriptions. For specialized roles, such as the Procurement Officer, Procurement Assistant, and Procurement Associate, candidates will be selected based on their qualifications, experience, and expertise in relevant fields, with IFAD's prior no-objection sought for key staff appointments.

The recruitment process will include interviews, reference checks, and, where appropriate, skills assessments to ensure the selection of qualified personnel. The PMU will work closely with the Lead Implementing Partners (LIPs), such as PIFON and PCDF, to ensure that recruitment aligns with the project's needs and objectives.

Remuneration

Remuneration for project staff will be competitive and in line with market standards for similar roles in Fiji and the Pacific region. Salaries will be set based on the qualifications and experience of the individual, as well as the specific requirements of the role. The remuneration structure will ensure that the project attracts and retains highly skilled professionals while maintaining transparency and equity.

For staff based at the PMU, PIFON, and PCDF, remuneration will be aligned with IFAD's policies and the financial management framework outlined in the Financial Management Manual. In addition, allowances for housing, transportation, and other benefits may be provided, where applicable, in accordance with the project's budget and available resources.

Performance Evaluation

Performance evaluation is a key component of effective human resource management. The BE-GREEN Project will implement a robust performance management system to

ensure that staff meet the expected standards of performance and contribute to the achievement of project outcomes.

Staff performance will be evaluated annually, based on predefined objectives and key performance indicators (KPIs) aligned with the project's goals. The performance evaluation process will be transparent and participatory, with clear feedback mechanisms for staff development and improvement. Performance evaluations will also provide an opportunity to identify areas for professional growth and training needs.

The Project Manager/Coordinator, in collaboration with the PMU, will be responsible for overseeing the performance evaluation process. Performance reviews will include self-assessments, feedback from supervisors, and input from project partners, ensuring a comprehensive and fair evaluation. Where necessary, performance improvement plans will be developed to address any challenges and ensure continuous professional development.

To ensure alignment with the project's objectives, performance evaluations will also assess individual contributions to the implementation of the Annual Work Plan and Budget (AWPB) and the Procurement Plan (PP). This will help maintain focus on the project's priorities and foster a results-oriented approach.

Capacity Building and Training

To enhance the capacity of the project team and strengthen their skills, staff will be encouraged to participate in relevant training programs and workshops. For example, the Procurement Officer and Procurement Assistant will be enrolled in IFAD's BUILDPROC Procurement Training Program to enhance their procurement management skills. In addition to technical training, staff may also benefit from workshops on project management, financial management, and other relevant areas that contribute to effective project delivery.

Through these efforts, the BE-GREEN Project aims to build a strong, capable team that can deliver on the project's objectives and ensure its long-term sustainability.

3.12 Monitoring and Evaluation (M&E)

Development objective and outcomes

PDO. The Project Development Objective (PDO) of BE-GREEN is *Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection.*

Project outcomes. BE-GREEN has five outcomes:

- Outcome 1 is *Alignment of actors, efforts, and resources for holistic island management.*
- Outcome 2.1 (for IFAD financing) is *Increased sustainable and market-oriented production from resilient systems.*
- Outcome 2.2 (for GEF financing) is *Strengthened participatory conservation and restoration, higher adoption of environmentally sustainable and climate resilient practices.*
- Outcome 3 is *Inclusive access to markets and finance.*
- Outcome 4 is *Enabling policy and institutional environment.*

Result-based management. The key responsibility of project management is to achieve the Project Development Objective and the Outcomes defined above, as measured by indicators.

Project management cannot change the objective, outcomes, indicators or targets, including formulas, once determined, except by agreement with IFAD.

The logical framework hereafter defines indicators and targets to be achieved by Mid-Term and at the end of the project first phase. Each year, Project Management should define targets to be achieved by the end of the year. The Annual Work Plan and Budget (AWPB) should be designed to ensure these targets are met.

MONITORING, EVALUATION (M&E) AND KNOWLEDGE MANAGEMENT (KM)

Objectives and strategic principles

Objectives. BE-GREEN Monitoring and Evaluation (M&E) system will be developed with four main objectives:

- *Measure project results:* it will measure progress towards the Project Development Objective, against targets in the project logical framework (outputs, outcomes and impacts) and against MAP assessment criteria;
- *Steer project implementation:* it will provide the PMU, MoAW, MoECC and project stakeholders with information and analysis required to: measure project outcomes; assess project effects on the livelihoods of target families, and in particular women and youth; assess the relevance of the project strategy, methodologies and implementation processes; detect difficulties and successes; and support decision-making to improve project performance;
- *Support economic decisions:* it will provide project stakeholders, in particular women and youth groups, producers' groups, cooperatives, MSMEs, service providers and the PMU, with the information and analysis they need to assess the return brought by innovation, to develop profitable and sustainable activities and to adapt their strategies;
- *Share knowledge and scale up good practices:* it will develop lessons learnt, capture good practices and successful innovation, and share knowledge, with a view to support project performance and policy dialogue⁶;
- *Measure progress against phase assessment criteria:* it will provide data to assess the achievement of criteria to be met for the approval of the second phase, as well as information and lessons learnt to guide the design of the second phase.

Strategic principles. The M&E and KM system will be:

- *open and easily accessible*, i.e. information and knowledge should be available to all stakeholders and not restricted to the PMU;
- *participatory*, i.e. associate project stakeholders in data collection, analysis, dissemination and discussion of results;
- *focused* on analysis, learning and sharing in support of decision-making and policy dialogue, and not merely on data production;
- *harmonised* with MoAW, MoECC and Ministry of iTaukei information systems;
- *accountable*: not just upward (to GoF, IFAD and GEF) but also downward (to project stakeholders and target groups);
- *inclusive*: it should have an inclusive approach so that women, youth and marginalised groups participate in the system;

⁶ The knowledge management system, related processes and linkages with the M&E system are described under Sub-component 4.2 - Innovative models for environmentally sustainable and climate resilient economic initiatives.

- *phased*, thus small initially and develop progressively as needs and capacities develop.

M&E Framework and Implementation Plan

The M&E system will be developed in line with IFAD as well as GoF and GEF requirements. It will be set up and managed by the PMU, in consultation with MoAW, MoECC and other project stakeholders. The system will be harmonised with those of MoAW, MoECC and the Ministry of iTaukei, so that BE-GREEN-related data can be easily used by GoF.

The PMU will hire a short-term international M&E/KM Consultant, who will carry out the following tasks, in close collaboration with the M&E and KM Officers:

- have project stakeholders agree on a shared understanding of project objectives, approaches and planned activities;
- agree on an M&E framework, its main components and processes, including a Management Information System (MIS) with Geographic Information System (GIS), and on priority actions to implement it. The M&E framework will also outline the process for evaluating the criteria to transition from the first to the second MAP phase, along with all relevant supporting documentation;
- produce an M&E and KM manual (referring to Component 4 for the KM framework), together with related instruments and an implementation plan;
- provide capacity development for the PMU, Lead Implementing Partners and relevant project stakeholders.

S/he will also provide orientations for the baseline survey, mid-term and completion surveys (see below), to be carried out by a specialised service provider, as well as for the assessment of the first phase of the BE-GREEN programme.

To the extent feasible given that the GEF investment will be designed in 2026, the consultant will also reflect GEF requirements in the manual.

The PMU will translate the manual into easy-to-grasp guidelines for the Lead Implementing Partners and community/district facilitators, which will be largely shared and matched with capacity building at provincial and district level. The main features of the M&E system are developed below, while KM is described under Component 4.

A supplemental and complementary M&E plan will be incorporated into the PDR-CEO Endorsement Request (PDR-CER) submitted to the GEF as part of the endorsement package. The supplemental M&E plan will outline the specific M&E requirements of the GEF, with an associated M&E budget. As outlined above, it will be prepared by the ME/KM consultant, to the extent feasible, and complemented by GEF afterwards as needed. This plan will include the following:

- Final targets for the GEF core indicators and outcome level indicators, description of the means of verification for monitoring the progress towards achieving the agreed metrics, and corresponding resources allocated.
- Project Implementation Report (PIR), a key self-assessment tool used for reporting every year on project implementation status.
- Estimated timing and resources allocated for the independent midterm review (see below).
- Estimated timing and resources allocated for the independent terminal evaluation (see below).

Indicators. Project indicators are those included in Be-GREEN logical framework and in the matrix attached to BE-GREEN Environmental, Social and Climate Management Plan (ECSMP). Project management cannot change the logframe development objective, outcome, or output indicators or targets, except by agreement with the financing agencies.

Further indicators can be monitored and included in the project Management Information System to allow for more thorough measurement and understanding of quantitative and qualitative achievements, particularly with regard to production, access to market and finance. In particular, this would include: (i) indicators for the participatory monitoring of Vanua Plans with community, families and clusters (Sub-component 2.1); (ii) complementary key performance indicators already outlined for Component 3. Additional indicators will be defined jointly by the PMU and the international consultant, in consultation with the Lead Implementing Partner, MoAW and MoECC. They will be SMART (specific, measurable, achievable, relevant, time-bound), easy to collect and disaggregated by different categories of target groups (including women, youth and iTaukei). The GESI Specialist will be consulted to ensure that the system adequately monitors inclusion, gender and youth aspects.

Baseline survey. The PMU will commission a baseline study measuring the status of main indicators at project onset to an outsourced qualified consulting firm. The scope of the survey and implementation modalities will be defined by the PMU M&E Officer, with support from the M&E/KM Consultant. Target indicators in the attached logical framework will be reviewed based on actual baseline figures. The possibility of involving the Fiji National University will be explored at project inception.

Additionally, mini-baseline surveys will be carried out at community level by C2 LIP, as part of the preparation of the Vanua Plans, along a simple e-format to be designed by the M&E/ Officer and the M&E/KM Consultant, in collaboration with C2 LIP, the PMU Technical Managers and the GESI Officer.

Planning. The annual M&E cycle will start with the preparation of the project Annual Work Plan and Budget (AWPB), which will cover detailed annual planning of activities and implementation responsibilities, annual output targets and expenditure targets, budget and procurement plan. AWPBs will build on:

- AWPBs prepared by C2 LIP;
- The AWPB prepared by the PMU Rural Finance and Agribusiness Specialist, in collaboration with PIFON and with PFIs;
- The AWPBs prepared by other PMU staff and by the Environment and CC Specialist based at MoECC headquarters in Suva.

The project AWPB will be collated by the PMU M&E Officer, the Financial Officer (for budgeting) and the Procurement Officer (for the procurement plan), under the supervision of the Project Director, and it will be submitted to the Project Steering Committee for approval.

AWPB preparation will begin in September of the previous year (i.e. preparation of AWPB for PY2 begins in September of PY1) in line with a calendar to be prepared by the PMU, so that the finalized AWPB can be sent to IFAD and GEF for no objection in early December.

Data collection. Data will be collected against both qualitative and quantitative indicators and disaggregated by gender, youth and iTaukei, along forms to be proposed by the M&E/KM Consultant. At community level, information will be collected by community facilitators, with support from C2 LIP and PIFON-affiliated service providers. District facilitators will be equipped with tablets to facilitate data upload onto the MIS.

MIS. BE-GREEN will develop a web-based Management Information System (MIS) to support data management, through a local service provider and building on orientations provided by the M&E/KM Consultant. The MIS will track and regularly update gender-, youth- and iTaukei disaggregated financial and technical data on project achievements.

The MIS will be complemented by a Geographic Information System (GIS) that will analyse and present data using maps to illustrate:

- Locations of BE-Green target communities, Producers' Organizations and MSMEs, as well as infrastructure and equipment financed by the project;

- Number, location and type of beneficiaries;
- Other geographic-based data that helps users to understand BE-GREEN progress and results, building on orientations provided by the M&E/KM Consultant.

Dashboard. The MIS will generate monthly dashboards showing progress on key outputs and objectives and profiling performance by sub-component, by district, and other relevant categories. The monthly dashboard will be designed jointly by the M&E/KM Consultant, jointly with the PMU and the MIS service provider. Regular meetings will be held at the various levels to review progress, discuss issues, and update project status. The use of mobile applications like WhatsApp, Facebook and Twitter will facilitate the exchange of information throughout project target areas and will foster team building.

Analysis. Data will be consolidated and analysed so as to provide information on the performance of the various components, detect problems, identify possible solutions and track good practices to share through the knowledge management system.

Reporting. For the IFAD investment, the PMU will prepare semi-annual progress reports, which will record and analyse technical and financial achievements. A format for the semi-annual reports will be prepared by the M&E/KM Consultant jointly with the PMU, based on the format presented in Attachment 1. Progress reports will be channelled to the National Project Steering Committee, followed by submission to GoF, IFAD and GEF for review and approval. Semi-annual progress reports will build on:

- *Lead Implementing Partners reports:* Lead Implementing Partners will be required to submit progress reports, using a simple template to be provided by the PMU and with support from the IFAD Technical Manager;
- *Service Providers' reports* for Sub-component 3.2;
- *Partner Financial Institutions (PFIs) reports* for Sub-component 3.3.

Logframe indicators will be updated in preparation for the IFAD Supervision Mission each year, and the updated BE-GREEN Logframe will be annexed to the Annual Report.

For the GEF investment, annual Project Implementation Reports (PIRs) will be prepared each year of project implementation. The PIR will provide an update on implementation progress, as well as narrative descriptions of any challenges encountered, and adaptive management measures implemented. The PIRs will also include an account of progress made in implementing the stakeholder engagement plan, gender action plan, other safeguards related management plans and frameworks, and knowledge management activities.

Impact assessment. Impact surveys will be carried out at project mid-term and end, to compare the impact generated by project interventions with the baseline survey. The mid-term impact survey will take place in time for the impact assessment report to be ready for the MTR. Based on the final impact survey, the PMU, in consultation with MoAW and MoECC, will prepare a Project Completion Report to be submitted to IFAD, GEF and GoF within three months of project completion. The surveys will be conducted by an outsourced qualified consulting firm, possibly the same as the one who conducted the baseline survey. Impact and outcome surveys will include the assessment of beneficiaries' satisfaction with the interventions delivered.

M&E capacity development. The PMU will provide capacity building training to Lead Implementing Partners and PFIs, especially with regard to data collection, data analysis and reporting.

Inception, Reviews and Surveys

Inception. An inception workshop will be organised with project stakeholders and implementing partners to: (i) ensure that all partners understand and agree on the scope and implementing modalities of the project; (ii) introduce key processes, tools, strategies for M&E and KM; and (iii) build relationships for future knowledge sharing.

Review missions. Review missions will be organised by IFAD jointly with GoF, in close collaboration with MoAW, MoECC, GEF, the PMU and project stakeholders. Supervision missions will offer an opportunity to assess achievements and lessons jointly, to review innovations, evaluate progress on MAP assessment criteria, and recommend improvements. Implementation support missions (ISMs) will assess performance in the achievement of physical and financial progress but will mainly support the PMU to address specific topics/solve specific issues. To ensure continuity, supervision missions and ISMs will be carried out by a core team of resource persons returning regularly, joined by specialists to address specific needs of a given year.

Mid-term review. A Mid-Term Review will be organised by IFAD and GoF at the latest in the second quarter of 2028. The MTR will: (i) assess achievements and interim impact, the efficiency and effectiveness of BE-GREEN management, and the continued validity of BE-GREEN design; (ii) identify key lessons learnt and good practices; and (iii) provide recommendations for improved performance. (iv) include consultants, not involved in previous supervision missions. Specific issues to be addressed include the following:

- Performance of the PMU and of key implementation partners, including Lead Implementing Partners and community facilitators;
- Readiness of target groups to engage in ecosystem conservation and restoration in support of economic activities;
- Progress in engaging young women and men;
- Most performing models and opportunities for scaling up;
- Performance of PFIs in delivering project-supported financial instruments, in improving financial inclusion and in leveraging migration remittances;
- Linkages and synergies between the three components, and effectiveness of graduation pathways from Component 2 to Component 3 activities and support;
- Progress in gender equality and social inclusion, as per the GESI strategy, and effectiveness of targeting and of the household approach;
- Sustainability;
- Preliminary review of phase assessment criteria.

Taking into consideration the expected start date of the GEF investment, a separate, independent midterm review will be undertaken in accordance with GEF policies and guidelines. Specific issues that will be addressed in the MTR of the GEF investment include inter alia the following:

- Progress and performance in reaching the project objective, level of ownership and possible recommendations on making adjustments or restructuring of the project strategy, e.g., taking into account government and sector level priorities at that time.
- Update on progress in reaching the targets set forth for the GEF Core Indicators, and discussion on the likelihood to meet the targets by terminal evaluation stage.
- Information on actual amounts, sources and types of co-financing mobilized by midterm, as well as mention of entities that provide new co-financing from the confirmed sources described at project endorsement. In addition, discussion on any deviation from the co-financing set at endorsement and challenges will be included in the MTR report.
- Progress, challenges and outcomes on project implementation activities, on stakeholder engagement, on the gender action plan, on gender-responsive measures, on other safeguards related issues, and on knowledge activities.

Phase assessment. The phase assessment will be conducted together with a supervision mission that could either coincide with the start of the design of the second phase mid-2030, or take place in the first half of 2023. Assessment criteria are presented in Table 20.

Project Completion Review. Early 2031, the PMU, in consultation with MoAW and MoECC, will prepare a draft Project Completion Report (PCR). GoF, IFAD will then carry out a Project Completion Review based on the information in the Project Completion Report and other data such as the endline impact survey, MTR, technical reports and knowledge products produced during implementation. While GEF financing is expected to end one year later, GEF will also be associated in the Completion Review.

Terminal Evaluation (GEF investment). Details on the preparation of the GEF Terminal Evaluation and its submission date will be determined during the GEF design phase.

At project completion, GEF agencies are required to submit a Terminal Evaluation in line with relevant GEF requirements. The Terminal Evaluation is mandatory for full- and medium-sized projects and takes place in accordance with the expected submission date indicated at project endorsement and no later than twelve months after the actual implementation end date.

The same information requested at the MTR should also be provided at the Terminal Evaluation stage. This includes an update on progress since MTR, challenges and outcomes on project on stakeholder engagement, on gender-responsive measures and indicators, on other safeguards related issues, and on knowledge activities. The Terminal Evaluation also includes an assessment of the likelihood of project results being sustained after GEF funding ceases, and on how the project has contributed to environmental and socioeconomic impacts, legal and institutional results, learning, and innovation.

3.13 Knowledge Management

Knowledge management (KM) is central to the success and sustainability of the BE-GREEN Project. This section outlines the strategies for capturing, sharing, and disseminating knowledge derived from the project, fostering a community of learners, and ensuring that the lessons learned contribute to broader sectoral and regional development. Knowledge management will not only enhance project implementation but also help shape policy development and inform future projects, ensuring the sustainability of BE-GREEN's outcomes and potential for scaling up.

Key Areas of Learning

The BE-GREEN Project will focus on several key areas of learning throughout its implementation:

- **Regional Exchange and Implementation Experiences:** Knowledge sharing will be a key component of the project's design, with a focus on facilitating the exchange of implementation experiences between regions. For instance, regions X and Y may exchange lessons on best practices in climate resilience or sustainable agriculture. This exchange will help improve local-level implementation strategies and outcomes.
- **Sector Learning:** A focus will also be placed on learning from the broader agricultural and climate sectors, evaluating how existing processes can be improved. This may include identifying opportunities to streamline government procedures or enhance the effectiveness of climate finance mechanisms. These insights will not only support the project but also contribute to long-term sectoral improvements.
- **Integrative Learning:** Integrating learning across regions and sectors will help enhance regional development. By understanding the cross-cutting impacts of

climate resilience, biodiversity, and agriculture, the project aims to foster synergies and holistic approaches that can be adopted at a regional level.

- **Scalability and Replicability:** The knowledge generated will be documented and shared in ways that can inform future projects and policies beyond the specific context of the BE-GREEN Project. Lessons learned will be shared with the Government of Fiji, other stakeholders, and IFAD's community of learners, paving the way for potential scaling-up and replication in other countries or regions.

Main Audiences for Knowledge

The primary audiences for the knowledge generated by the BE-GREEN Project include:

- **Government of Fiji and Policy Makers:** Knowledge on climate adaptation strategies, sustainable agriculture, and climate finance will be crucial in shaping future national policies and frameworks.
- **Project Stakeholders:** Local communities, farmers' organizations, lead implementing partners (PIFON and PCDF), and other partners will benefit from learning resources tailored to their needs, improving implementation strategies and project sustainability.
- **Development Partners and Donors:** Knowledge sharing with development organizations and donors will help ensure alignment with broader development goals and facilitate resource mobilization for future initiatives.
- **IFAD's Community of Learners:** IFAD's network of experts, practitioners, and other stakeholders will benefit from the knowledge generated, which could contribute to global learning and the adoption of best practices.

Learning Products and Communication Channels

The learning products and communication channels for disseminating knowledge will be designed to ensure accessibility, relevance, and impact. These may include:

- **Learning Products:**
 - **Reports and Case Studies:** Documenting successful practices, lessons learned, and innovative approaches used throughout the project.
 - **Policy Briefs:** Summarizing key insights that can inform national and regional policy development, especially in areas such as climate resilience and sustainable farming.
 - **Workshops and Training Materials:** Producing resources for capacity-building, including training manuals, webinars, and workshop reports.
 - **Best Practice Guides:** Compiling evidence-based strategies for effective climate change adaptation and sustainable agriculture practices that can be replicated across regions.
- **Communication Channels:**
 - **Project Website and Online Platforms:** A dedicated platform for sharing reports, publications, and updates with stakeholders.
 - **Social Media and Newsletters:** Using social media to disseminate key messages and updates, and newsletters to keep stakeholders informed.
 - **Community of Practice Platforms:** Leveraging IFAD's platforms and regional networks to facilitate peer learning and knowledge exchange.
 - **Field Visits and Exchange Programs:** Organizing learning exchanges between project regions, stakeholders, and partners to foster hands-on sharing of experiences.

Disseminating Lessons Learned

The lessons learned from the BE-GREEN Project will be disseminated in several ways:

- **Regular Reporting and Documentation:** Key findings, outcomes, and lessons learned will be captured and communicated regularly through progress reports and project documentation, ensuring that stakeholders remain informed throughout the project's lifecycle.
- **Workshops and Knowledge Sharing Events:** Periodic workshops, conferences, and community events will provide opportunities for project stakeholders and government representatives to learn from the project's experiences. These events will also facilitate peer learning and exchange.
- **Policy Briefs and Publications:** Short, focused policy briefs will be developed to share lessons learned with policymakers, donors, and development partners. These documents will inform national strategies and potentially influence regional and global approaches to climate change and agriculture.
- **Integration into IFAD's Community of Learners:** Key findings and insights will be shared through IFAD's knowledge management system, allowing broader access and engagement by the global community of practice.

Link to Policy Development

Knowledge management within the BE-GREEN Project is closely linked to policy development, with the aim of informing and shaping both national and regional policies on climate resilience, sustainable agriculture, and climate finance. Key learnings on effective project implementation, stakeholder engagement, and resource mobilization will be shared with policymakers to support the creation of evidence-based policies. Furthermore, the lessons learned will highlight gaps and opportunities for improving the effectiveness of climate-related policies, helping the Government of Fiji and other stakeholders make informed decisions.

The knowledge generated will also feed into broader regional and international policy dialogues on climate adaptation, sustainable development, and agricultural transformation. By aligning project learning with national policy agendas, the project can contribute to the creation of an enabling environment for scaling up successful strategies and practices.

3.14 Reporting

Timely and results-oriented reporting is essential for effective project governance, adaptive management, and compliance with the requirements of IFAD, GEF, the Government of Fiji (GoF), and other potential co-financiers. Reporting responsibilities fall primarily to the Project Management Unit (PMU), which will consolidate data and insights from Lead Implementing Partners (LIPs), service providers, and Partner Financial Institutions (PFIs). This section outlines the key reports to be produced, their purpose, audience, frequency, and the process for quality assurance and approval.

1. IFAD Semi-Annual Progress Reports

- **Objective:** To provide a consolidated overview of technical and financial progress toward project objectives and logframe indicators.
- **Main Content:** Narrative on implementation progress, updated results matrix/logframe, financial status, challenges and risk mitigation measures, lessons learned, and annexes including disaggregated data.
- **Readership:** National Project Steering Committee (NPSC), IFAD, GoF (including MoAW and MoF), and GEF Secretariat.
- **Frequency:** Twice per year (mid-year and year-end).
- **Inputs:**
 - Progress reports from Lead Implementing Partners (PCDF, PIFON), following a standard template.

- Sub-component 3.2 service provider reports.
- Sub-component 3.3 reports from PFIs.
- **Review & Approval Process:** Drafts are compiled by the PMU M&E/KM Consultant, reviewed internally by the Technical Managers and the Project Director, submitted to the NPSC for review and endorsement, and then shared with IFAD and GEF for final approval.

2. Annual Project Implementation Report (GEF PIR)

- **Objective:** To meet GEF requirements for monitoring progress and adaptive management in GEF-financed activities.
- **Main Content:** Narrative update on project status, implementation progress against GEF-specific results, challenges and solutions, updates on safeguard instruments (including gender action plan, stakeholder engagement plan), and knowledge products.
- **Readership:** GEF Secretariat, IFAD, MoECC, and GoF.
- **Frequency:** Annually.
- **Quality Control:** Prepared by the PMU with technical inputs from the Environment and Climate Change Specialist and the GEF Technical Manager, and validated by MoECC.

3. Annual Work Plan and Budget (AWPB)

- **Objective:** To outline planned activities, outputs, and budgets for the upcoming year and ensure alignment with project objectives and available resources.
- **Main Content:** Planned activities and outputs by component/sub-component, disaggregated budget, procurement plan, implementation timelines.
- **Readership:** NPSC, IFAD, MoAW, MoF.
- **Frequency:** Annually.
- **Process:**
 - Drafted by the PMU in consultation with LIPs and government stakeholders.
 - Submitted to the NPSC for approval.
 - Shared with IFAD for no-objection.

4. Financial Reports

- **Objective:** To provide regular updates on financial performance and compliance with procurement and fiduciary guidelines.
- **Main Content:** Financial statements, expenditure summaries by component and activity, variance analysis, procurement status.
- **Readership:** IFAD, GoF (MoF), GEF Secretariat.
- **Frequency:** Quarterly (internal), Semi-annually (external).
- **Prepared By:** PMU Finance Officer with oversight from the Finance and Procurement Manager.

5. Knowledge and Learning Reports

- **Objective:** To document innovations, case studies, lessons learned, and best practices.
- **Main Content:** Stories of change, technical briefs, value chain case studies, participatory planning outcomes.
- **Readership:** PIFON members, regional farmer organizations, government stakeholders, development partners.
- **Frequency:** Annually or as needed.
- **Prepared By:** KM/M&E Consultant and LIPs in coordination with the PMU.

Oversight and Coordination Meeting Reporting

To enhance proactive governance and ensure ongoing performance monitoring, regular meetings will be scheduled with clear reporting expectations:

- **Project Delivery Team (PDT)** meetings will be held **quarterly**. These meetings will:
 - Review implementation progress and financial performance.
 - Use **project dashboards** for visual updates on KPIs.
 - Address implementation bottlenecks and recommend corrective measures.
 - Document outcomes in formal **meeting minutes** circulated within one week.
- **National Project Steering Committee (NPSC)** meetings will be held **biannually** to:
 - Endorse the AWPB and APP.
 - Review Semi-Annual Progress Reports and GEF PIR.
 - Provide strategic direction and policy guidance.

The PMU will prepare tailored briefing packs for each meeting, including updated dashboards, key discussion points, and proposed actions.

Process for Producing and Approving Reports

To ensure consistency, quality, and timely delivery, the PMU will implement a structured reporting workflow:

1. **Preparation:** M&E/KM Consultant prepares reporting templates in collaboration with IFAD and the Technical Managers.
2. **Data Collection:** Inputs are gathered from LIPs, service providers, and PFIs using harmonized templates.
3. **Drafting:** The PMU consolidates inputs, drafts the report, and conducts an internal technical and financial review.
4. **Review:** Reports are circulated to the Project Director, key technical leads, and relevant government stakeholders for comments.
5. **Validation and Endorsement:** Reports requiring endorsement (e.g., AWPB, PIR) are submitted to the NPSC.
6. **Submission:** Final versions are submitted to IFAD, GEF, or relevant co-financiers.

This process will be guided by a reporting calendar, included in the Project Implementation Manual (PIM), to ensure timely delivery and quality assurance.

3.15 Risk Management

An integrated Project Risk Management Matrix is provided as an annex to this Project Design Report. The matrix identifies key operational, financial, environmental, and institutional risks that could affect project implementation and sustainability.

The Project Management Unit (PMU), in coordination with the Project Implementation Units (PIUs), will be responsible for continuously monitoring the risk environment throughout the project lifecycle. Risk mitigation measures have been embedded into project design, but the PMU/PIUs will remain vigilant to emerging threats and adapt implementation strategies as needed.

In the event that a risk materializes, the PMU/PIUs will take immediate corrective actions in consultation with implementing partners and stakeholders. These may include re-sequencing of activities, reallocating resources, engaging technical assistance, or activating contingency protocols.

In recognition of the project's potential exposure to external shocks, including climate events or market disruptions, the PMU will integrate regular risk assessments into quarterly reviews and annual planning processes. In more fragile or vulnerable contexts, the PMU may develop a dedicated risk management plan to ensure early warning, rapid response, and continuity of critical services.

3.16 Sustainability Strategy⁷

Sustainability Considerations and Exit strategy

Participatory planning at the community level, will be critical to ensuring that community as well as private land and marine based investments are sustained, indicating a commitment and capacity building of local leadership and producers and their organizations. By empowering local communities, particularly women, youth, and marginalized groups to take informed financial and environmental decisions, and by establishing sustainable linkages between agriculture and tourism, the project aims to create self-sustaining, resilient livelihoods.

BEGREEN invests in developing self-sustaining and community-based farmer organizations and clusters and agri-entrepreneurs involved in sustainable production, aggregating, processing and marketing. The development of a sustainable production system, rooted in market responsive, community driven participatory planning will facilitate mutually beneficial partnerships between the private sector, individuals and their organizations and communities.

Sustainability will be ensured through a market responsive approach and achieving scale by clustering POs to become key players in active value chains. Alignment to growing and resilient market opportunities and investments into growing food production and eco tourism markets combined with an overall enhanced business environment will create

⁷ [Annex V - Technical note – Developing exit strategies in IFAD projects](#)

better and expanded opportunities for employment and entrepreneurship, including for women and youth groups. Inclusion of MSMEs through project investments and activities, will also be an important element of sustainability. Capacity building, incentive alignment, establishment of sustainable partnerships both within and without the value chain, increased access to finance, and support for professional management of POs and MSMEs and their product and service delivery will be key determinants of ensuring benefit generation beyond the project. This hybrid approach to service delivery in concert with markets will lead to a less intensive, but still market driven (and supported) extension and technical assistance set of services upon project exit.

The proposed set of finance interventions are designed to build onward self reliance through improved financial management, access to formal finance, and self-sustaining finance mechanisms. Increased resource availability can assist with access to formal financing institutions with sufficient capitalization to finance future agriculture investment requirements. Channelling remittances into savings and investment products, further increases the asset base of beneficiaries and creates financial options for investments. Partnering with the private sector in these endeavours will also create sustainable services. One illustrative pathway in this set of interventions includes financial product development. A pilot for channeling remittances, converted to savings and investments and not consumption, will be incorporated into private sector institutions, including MNOs, through a profitable business arrangement, pipeline building and monitoring. As there are no LOCs or interest rate caps, FIs will deliver sustainable financial products with an eye to risk-based pricing, utilizing performance based matching grants as both collateral replacements and as an incentive for loan repayment, while still capitalizing the clients and beneficiaries leading to sustainable financial access.

Project investments in both private and public sustainable land management, conservation and restoration will safeguard biodiversity and ecosystem services. Where possible these efforts at the community and individual level will be linked to value chain investments to provide a performance-based incentive for continuation.

The following design elements contribute to project sustainability, durability, and/or scalability:

- Alignment with national policies and programmes. The project supports key government policies, including Fiji's National Development Plan, the National Biodiversity Strategy, the National**

- Climate Change Policy, Nationally Determined Contribution (NDC) and NDC implementation Roadmap (2017-30), the 10-Year Fiji Agriculture Sector Policy 2025-2035, the National Ocean Policy 2022-2030, the Policy for Gender in Agriculture and Policy for Youth in Agriculture (both 2022-2027), Fiji's National Financial Inclusion Strategy (NFIS) 2022-2030 and the National Sustainable Tourism Framework 2024-2033. It will support the 2023-2027 United Nations Pacific Sustainable Development Cooperation Framework's (UNSDCF) Outcome 1: Planet, Output 2: People and Output 3: Prosperity. These policies aim to promote community resilience, sustainable agriculture, improved food security, climate adaptation and mitigation, sustainable financing, women and youth inclusion in agriculture, and sustainable and inclusive tourism. BE-GREEN also supports Fiji's Pathway to a Safe, Resilient, Innovative Food System, which supports diversified, sustainable, and resilient food production.**
- **Sustained engagement of Financial Institutions supporting profitable product development and business pipelines: The expected participating FIs are strategic partners whose commitment and experiences will add value to the entire project cycle and maximize attainment of project goals, through multiple phases. They both have a national influence and capacity to mobilize resources, disseminate lessons learned to other FIs and digital partners. The remittance pilot will be costed, evaluated and if successful, expanded country wide.**
 - **Building local capacities and ownership. The participatory diagnostic of climate change vulnerability and development of Community plans and the planning process itself along with subsequent investments with strong accompaniment with technical assistance support the building of farmer households and communities' capacities to assess, plan, adopt and use climate-resilient agriculture, marine, and shared resources management practices. Further, the building of peer to peer services, including youth networks will support local growth, and regional upscaling.**
 - **Graduation Pathway for Beneficiaries The graduation model provides a phased roadmap for transitioning beneficiaries from project-supported activities to market-integrated, self-reliant operations. This includes:**
 - **Foundation Stage: Focus on capacity building in sustainable production and climate-smart practices (Component 2).**
 - **Growth Stage: Engagement in value chain development, post-harvest handling, and business training.**
 - **Expansion Stage: Access to performance-based financing, matching grants, and investment in value-added production.**
 - **Graduation Stage: Achieving operational independence with sustained market access and financial viability.**

Key milestones and indicators have been developed to track progress along this pathway, with the goal of ensuring that at least 70% of beneficiaries move successfully through the transition and 40% of women- and youth-led enterprises reach full graduation. A similar approach will be used to guide investment and technical assistance to POs.

- **Sustained access to markets. Advocacy, BDS, peer to peer extension, financial and business literacy which will help beneficiaries select sustainable and profitable endeavours will improve access to markets and work towards establishing a more conducive economic environment for climate resilient smallholders so that the sustainable gains are maintained beyond implementation. Coordinating with other expected island investments, such as improved roads, tourist SMEs, airport improvements, will ensure that the project beneficiaries have ready and easy access to infrastructure for transportation to serve growing customer segments.**
- **Women and youth empowerment: These groups' leadership is promoted across most project activities, including preferential access to matching grants.**
- **Knowledge building by lessons learned from project implementation process: A monitoring and evaluation (M&E) system and database will be developed in such a way that M&E can support effective implementation and prepare for expansion across the island in the second phase. Outreach actions will use a range of methods and platforms, such as capacity-building sessions, learning, and knowledge sharing events and workshops, as well as multiple media outlets.**
- **Evidence-based knowledge products for policy dialogue and investment decisions. The project implementers will use the documentation and learning from the M&E systems to produce policy briefs and other evidence based knowledge products for policy dialogues and decision makers. This will support the scaling up of intervention strategies, capacity building and investment models proven effective by the project.**
- **Fostering South-South cooperation: The project will also engage in South-South cooperation for sharing knowledge and lessons learned with farmers living under similar climate stress in other developing countries.**

Exit plan. The exit strategy ultimately relies on the project's success in improving participants' livelihood and fostering an enabling environment supportive of climate-resilient agricultural production, and marine and land based economic and business activities. To sustain the interventions and scaling up pathways after the end of the project, key elements need to be developed and put in place before the next phase,

where the elements will be assessed as to whether their status is in phasing out, scaling across the island and/or benefit retention. The following table gives an illustrative idea of the potential exit plan while still considering that this is a multi phase project. This plan is intended to be living document, elaborated upon, subject to modifications, and therefore will have several iterations. The next iteration will consider IFAD's upcoming module re: sustainability and exit training.

Preliminary Exit plan matrix, to be up-dated and further developed annually from project start-up inclusive of GEF related outputs.

Project outputs	Responsible and role after completion	Sustainability and handover actions	Handover schedule	Funding after completion
Extension and technical assistance services	Farmer POs, and youth and women networks continue providing assistance and training to family farmers, POs and communities. Peer to Peer POs may continue on a fee for service basis paid by Peers, or lead firms/SMEs	Discuss with farmer trainers/POs and project promoters the needs and options for their networks to become self-sustaining including recovering small fees for their services and negotiating support from state and private sector institutions, where feasible. Discuss with MoAW and MoECC and research institutions their continued support to the farmer trainers and young promoters networks in providing extension and TA services to family farmers and communities after the end of the project	Start discussions on sustainability from the beginning of the formation of the network. Implement solutions the last 12 months of the project Start discussions on sustainability of the provision of extension and TA services to family farmers and communities in BeGreen practices after the end of the project year 4/5 and agree on a hand-over plan to start implementation before MAP kicks in	Different options to be agreed such as service fees and support from state and research and extension institutions . Private sector as a source of a fee based extension system State and research and extension institutions ' budget

Project outputs	Responsible and role after completion	Sustainability and handover actions	Handover schedule	Funding after completion
Entrepreneurship businesses	SMEs/Pos will maintain and properly manage their businesses generating income	Strengthen business capacities of SMEs and Pos allowing them to consolidate their businesses POs and some SMEs will be assessed and investments and activities delivered in accordance with a graduation model.	Continuously	SMEs own funding and access to finance track record

Project outputs	Responsible and role after completion	Sustainability and handover actions	Handover schedule	Funding after completion
Community Planning	The communities will periodically update the plans with support from government agencies, including the Ministry of Local Government (through the Department of Town and Country Planning), the Ministry of iTaukei Affairs (Land use and land tenure), the Ministry of Lands and Mineral Resources (GIS-based information), as well as the ministries responsible for agriculture, forestry, and tourism.	Build the capacity of communities to understand and analyze local issues and opportunities, enabling them to develop sustainable and resilient plans. Enhance the capacity of relevant government line agencies to support the planning process, particularly by providing GIS-based information for land use planning. Strengthen government plans and policies to institutionalize the improved community planning process.	Continuously Continuously Continuously	Community fund, and government regular planning programs.

Knowledge management systems and products	PMU, Remittance network, will finalize, systemize, disseminate and hand-over all knowledge products and platforms to be maintained and used by local permanent, technical and knowledge institutions	Preparation of project-end documentation on results and lessons learned and finalization and systematisation of knowledge products produced by the project. Organisation of knowledge sharing events presenting final project evidence of successful interventions, lessons learned and further developments needed and discuss up-scaling constraints and pathways with relevant stakeholders including through improved policies and strategies and technical and financial support mechanisms. Discuss with relevant project partners possible housing institutions and hand-over arrangement for continued operation and use of key knowledge	Continuously starting from the midterm review Continuously starting from the midterm review Continuously, starting from the midterm review Last project year Last project year	Budget of the institutions taking over the knowledge products and platforms

Project outputs	Responsible and role after completion	Sustainability and handover actions	Handover schedule	Funding after completion
		databases, platforms and products. Hand-over of data and responsibilities for their maintenance (e.g. of databases), use and sharing to local permanent institutions. Finalisation of and hand-over of knowledge products with agreed dissemination plans to technical and policy institutions for use in further up-scaling and in formulation of policies and strategies.		
Sustained access to finance	POs, SMEs and some producers, along with financial institution partners will have a working financial relationship.	Work with FIs, POs, and SMEs to ensure stable, profitable relationships.	Ongoing	None

3.17 Supervision and Implementation Support (SIS)

Supervision and Implementation Support (SIS) will play a critical role in ensuring that BE-GREEN remains adaptive, responsive, and results-driven throughout its implementation. SIS will be guided by the principles of inclusiveness, participation, accountability, and learning, and will be harmonised with the project's Monitoring and Evaluation (M&E) and Knowledge Management (KM) systems. It will be jointly led by IFAD and the Government of Fiji (GoF), with active participation from the Ministry of Agriculture and Waterways (MoAW), Ministry of Environment and Climate Change (MoECC), and other key stakeholders.

Objectives of SIS

The SIS framework will be structured around five core objectives:

1. **Measure Project Results**
SIS missions will monitor progress towards the Project Development Objective (PDO), outcomes, outputs, and MAP assessment criteria. This includes validating data from the M&E system, reviewing the BE-GREEN Logical Framework and Environmental, Social and Climate Management Plan (ESCMP) indicators, and ensuring targets are on track.
2. **Steer Implementation**
SIS will provide the Project Management Unit (PMU), Lead Implementing Partners (LIPs), and government counterparts with real-time analysis and feedback. This includes reviewing project strategies, identifying bottlenecks, assessing effectiveness in reaching women, youth, and marginalised groups, and recommending course corrections to improve project performance and ensure the relevance of implementation modalities.
3. **Support Economic Decisions**
SIS will assist stakeholders in evaluating the financial viability of innovations supported by the project. This includes reviewing results from field-level economic activities (e.g., by producer groups, cooperatives, MSMEs), and ensuring that economic returns, sustainability, and adaptive management are considered in decision-making.
4. **Support Knowledge Sharing and Learning**
Each SIS mission will contribute to capturing lessons learned and good practices, especially related to community-led Vanua Plans, value chain innovations, and inclusive finance mechanisms. Findings will feed into the project's KM system and inform ongoing policy dialogue at national and regional levels.
5. **Track Readiness for Phase II**
SIS will include periodic assessments of progress against the criteria for transitioning to Phase II of BE-GREEN. This includes reviewing operational capacity, institutional ownership, stakeholder engagement, and progress in integrating environmental, gender, and social inclusion (GESI) considerations.

SIS Modality and Frequency

SIS will be carried out through regular joint review missions and targeted Implementation Support Missions (ISMs). Key features include:

- **Joint Supervision Missions:** Conducted annually by IFAD and GoF, jointly with MoAW, MoECC, and GEF, these missions will be comprehensive reviews of technical, financial, environmental, and social progress. A core group of resource persons will ensure consistency, supplemented by specialists as needed (e.g., climate finance, gender, agribusiness).

- **Implementation Support Missions (ISMs):** These will be thematic and focused, organised in response to specific technical challenges or opportunities identified during implementation (e.g., digital data systems, MIS roll-out, inclusive finance mechanisms).
- **Mid-Term Review (MTR):** A formal MTR will be conducted in Q2 2028, covering both IFAD and GEF investments. The MTR will assess effectiveness, efficiency, sustainability, and scalability of interventions. For GEF, a separate MTR aligned with GEF policy will include review of co-financing, safeguards, and gender-responsive implementation.
- **Stakeholder Consultations and Community Visits:** All SIS activities will include field missions to consult directly with beneficiaries, including women, youth, and iTaukei communities. SIS teams will also validate Vanua Plans and meet with community facilitators and PFIs.
- **Knowledge and Feedback Loops:** SIS outputs will feed directly into semi-annual and annual progress reports. Action points from SIS missions will be tracked by the PMU, with follow-up support provided to stakeholders to address issues raised. Dashboards generated by the MIS will help identify areas needing SIS attention.

SIS Tools and Reporting

- **Technical Backstopping and Training:** SIS missions will also serve as a platform for technical support and capacity building of implementing partners.
- **SIS Mission Aide-Mémoires:** These will be produced at the end of each mission, documenting findings, recommendations, and agreed follow-up actions. These will be shared with GoF, IFAD, GEF, and other stakeholders.
- **Integration with KM:** Lessons emerging from SIS missions will be documented and disseminated through the KM system, with particular attention to innovations, GESI practices, and climate adaptation strategies.

Chapter 4: Detailed Project Implementation Plan

4.1. Overview

This section outlines the key activities and sequencing for the implementation of BE-GREEN, providing a high-level roadmap for project delivery. The implementation approach is designed to be both structured and adaptive—anchored in clear milestones and deliverables, while allowing flexibility for the Project Management Unit (PMU) and Project Implementation Units (PIUs) to respond to evolving contexts and on-the-ground realities.

The plan is guided by the project’s Logical Framework (Appendix 1), which links inputs and activities to expected outcomes and the overarching Project Development Objective. Detailed implementation arrangements are elaborated in subsequent sections, complemented by a Gantt chart and flow diagrams that illustrate the timing, dependencies, and interlinkages between project components.

The plan supports phased roll-out, with activities sequenced to build institutional readiness, community engagement, and technical capacity—ensuring that implementation remains inclusive, climate-resilient, and results-driven throughout the project lifecycle.

4.2 Sequencing of Project activities by component

Component 1 – Holistic island management

Overview

Component 1 aims to achieve holistic island management by aligning actors and resources and fostering collaboration across stakeholders. It is exclusively financed by GEF.

Component 1 focuses on developing an Integrated Island Management Plan for Vanua Levu, targeting sustainable land use, biodiversity conservation, and climate adaptation. Specifically, the project will engage with the three provinces in Vanua Levu, in the development and implementation of an integrated island management plan. Using integrated land-use planning (ILUP) and landscape management (ILM) approaches, the project will coordinate sustainable practices across Vanua Levu’s diverse ecosystems, facilitating monitoring and adaptive management.

The expected outcome of Component 1 is alignment of actors, efforts, and resources for holistic island management, fostering collaboration across sectors and stakeholders and paving the way for sustainable development. Detailed activities will be developed at the design of the GEF investment, which will be conducted in 2025.

Building upon the work done in Component 2 under the IFAD loan project, the development of the integrated island management plan will follow a bottom-up approach, capturing and replicating the community planning methodologies deployed in the target districts in Cakaudrove Province to the other communities across the three provinces of Vanua Levu. Providing attractive economic opportunities for youth while ensuring inclusion for women and socially marginalized groups will be paramount.

The project will incorporate existing resource information and consolidate existing data sets, e.g., Northern Regional Master Land Use Plan, forest inventories, land suitability analyses, key biodiversity areas, degraded and idle agriculture land, degraded forest areas, areas affected by invasive alien species (IAS), river catchments, terrestrial and marine protected areas, drinking water sources, important tourism spots, ongoing and past intervention sites, etc. Additional information will be sourced during the project implementation phase, including through surveys. Data can then be used for monitoring

and evaluating the performance of the project and facilitating adaptive management measures. Interventions will be prioritized based on environmental threats, livelihood benefits, cost efficiency, etc.

This plan will involve collaboration with the Northern Division Commissioner⁸, provincial governments, the Ministries of Environment, Agriculture, Forestry, Fisheries, Tourism, and iTaukei Affairs, as well as local governments, civil society, and private sector partners. By consolidating data from existing resource inventories, forest and land analyses, and development plans, the project will provide a foundation for coordinated governance and targeted interventions in key areas, such as degraded landscapes, biodiversity hotspots, and protected areas.

The integrated island management plan will be endorsed and institutionalized within provincial strategic development plans to ensure long-term implementation and funding. Integrated village development plans (iVDPs) will also be strengthened, e.g., through enhanced focus on biodiversity conservation and adaptation priorities. The project will be supported by targeted public-private partnerships and sustainable financing efforts, including conservation leases and nature-based solutions.

It is anticipated that Outcome 2.2 will be based on the following outputs, which will be updated and matched with targets at GEF design:

Output 1.1 Number of provincial strategic development plans (SDPs) updated and approved

Output 2.2 Funding allocated for implementation of priority actions outlined in the updated SDPs

Implementation arrangements for Component 1 will be agreed upon and described in the PDR-CEO Endorsement Request (PDR-CER) during the project preparation phase of the GEF investment.

Component 2 – Sustainable and market-oriented production from resilient systems

Overview

Component 2 is jointly financed by IFAD and GEF and aims at shifting from land degradation and economic decline, towards ecosystem restoration and sustainable, climate-resilient land and marine-based production systems targeting available markets.

IFAD-financed approach and sub-components are summarized hereafter. GEF-financed approach and sub-components will be detailed in the PDR-CER, and an updated version of the PIM.

Approach. This component is designed to support communities in the target districts and to provide a basis for transformational change from a vicious cycle of land and marine degradation and related social and economic decline, towards a virtuous circle of land and marine rehabilitation and related social and economic upliftment. Using a market responsive approach, rural communities will be supported to engage in blue and green value chains that are climate, environmental and economically smart.

Specific objectives for the component are as follows:

1. Develop and implement community-led ecosystem management plans, and build local capacity for long-term management of natural resources
2. Promote agro-ecological practices, marine conservation, and biodiversity protection.

⁸ The Northern Division covers the three provinces of Vanua Levu: Macuata, Cakaudrove, and Bua.

3. Facilitate the transition from semi-subsistence agriculture/production to farming/producing as a business.
4. Align economic activities with climate-resilient strategies.

Targets. Component 2 targets households and groups in the land and marine ecosystems of 78 communities, i.e., all of the 65 villages and 13 self-standing settlements in the six target districts of Cakaudrove Province.

Approach. The component will follow a participatory, integrated, and adaptive approach along the following lines:

- *Participatory planning:* Engage community members, including women, youth, and indigenous groups, to co-develop ecosystem management plans that align with their needs and traditional practices.
- *Integration of science and tradition:* Combine traditional ecological knowledge with GIS-based tools and climate science to create actionable and culturally appropriate Vanua Plans.
- *Ridge-to-Reef Framework:* Adopt a holistic approach to ecosystem management, addressing interconnected issues across terrestrial and marine environments.
- *Capacity Building:* Empower local leaders and facilitators through hands-on training and resources to sustain ecosystem management efforts beyond the project lifecycle.
- *Adaptive Management:* Incorporate regular feedback loops to refine strategies based on monitoring data and emerging challenges.

Component 2 is made up of 3 sub-components:

- 2.1 - Community climate resilience and ecosystem management plans
- 2.2 - Climate-resilient and market responsive production and primary processing
- 2.3 - Climate smart investments for production, eco-restoration and eco-tourism.

Sub-component 2.1.1⁹ - Community climate resilience and ecosystem management plans

This sub-component will assist communities in fostering climate resilient and sustainable land use through a "Ridge to Reef" approach, which promotes forest protection, climate-smart agriculture, and marine-based resource protection and utilization. Information packages will be prepared to support community planning, featuring detailed maps (produced within officially defined boundaries of mataqali land) visualizing the community's natural assets and constraints and providing information about economic opportunities and existing markets derived from value chain analyses. Following the preparation of these information packages, and awareness raising on the project's objectives and participation modalities, the project will guide communities and village leadership in preparing simple Community Climate Resilience and Ecosystem Management Plans (referred to as "Vanua Plans"), building on existing Integrated Village Development Plans and developed through broad consultation with diverse community groups. The project will also empower communities and village leadership to enforce and manage this plan, providing them with the knowledge, tools, and organization to maintain climate resilient and sustainable land and resource management practices over the long term. This effort will be supported through the Family Farm Team approach, which will be expanded to encompass environmental sustainability and financial literacy, ensuring families are enabled to make informed, resilient decisions for the future. The Lead Implementing Partner for Component 2 will be contracted by the PMU to conduct community awareness,

⁹ IFAD-financed sub-components are numbered from 2.1.1 to 2.1.3. GEF-financed sub-components will be numbered from 2.2.1 to 2.2.3.

support community planning and community engagement, and facilitate access to support services and to grants.

8. Activities. The subcomponent has three main activities:

- Preparation of information packages
- Development of Vanua Plans
- Empowering communities to implement their Vanua Plan.

Activity 1: Information packages. This activity provides an important foundation for the project with its focus on the preparation of information packages and community awareness raising. This is aimed at making communities more aware of their land-based resources, drawing together both traditional understandings and knowledge of *Vanua* and available technical information. This is an essential first step towards the goal of community owned Vanua Plans and their implementation by communities.

The preparation of information packages will be led by an Environmental NGO in partnership with the Lead Implementing Partner for Component 2 (C2 LIP). The Environmental NGO will be responsible for developing a methodology for preparing the Vanua Plans which will begin with putting together relevant information packages. These will include a series of modules together with printed maps of community land (mataqali land associated with villages; leasehold or freehold land associated with settlements). The purpose of the modules is to provide relevant information to support communities in planning future use of their Vanua. The printed maps provide relevant information on existing land cover and land classes (determined by factors such as slope and soil type) which will be used to guide communities in decision making about the best future use of different areas of their community land. Modules will include the following:

1. *Vanua module.* This module will facilitate a shared understanding of 'Vanua' from a traditional perspective and in alignment with the 'ridge to reef' concept. It will incorporate understandings of ecosystem services and how these understandings align with traditional understandings of Vanua.
2. *Land degradation.* Building on the Vanua module, this module will develop understanding of the processes of land degradation as they arise from: deforestation; impacts of burning; impacts of invasive plant species; soil carbon loss and loss of other soil nutrients. Impacts of land degradation on fresh water (rivers and streams) and coastal ecosystems also need to be included.
3. *Climate change module.* Participating communities may or may not have previously received information and training on climate change. Regardless, a climate change module is required. This needs to incorporate: the basic science (i.e. increasing temperatures, more extreme rainfall events, more severe tropical cyclones, sea level rise etc.); changes that are being observed and experienced (e.g. changes in flowering times, different seasonal weather patterns etc.); and the impacts that might arise locally. Finally, it needs to conclude with a focus on what resilience means (being mindful of the need to translate this word in a meaningful way), drawing on the previous two modules (i.e. the importance of protecting the Vanua and enhancing ecosystem services, while also addressing land degradation issues) and leading into the agroforestry and sustainable root crop modules;
4. *Agroforestry module.* Agroforestry presents a viable option for rehabilitation of the large areas of degraded land that exist in the project area. Cocoa agroforestry, in particular, has a lot of potential with an estimated 5000 hectares of abandoned cocoa plantations in Fiji, and high-quality varieties. This module needs to provide basic guidance for the establishment of an agroforestry system, drawing on the knowledge and experience of KokoMana and others. It also needs to highlight the benefits, which include: increased climate resilience due to protective tree cover

and enhanced diversity; increased soil organic matter; increased economic opportunities from cocoa and other tree crops. The potential for yaqona production over time also needs to be highlighted, with agroforestry on degraded land an important pathway for reducing pressure on natural forest areas.

5. *Sustainable root crop module.* Root crop production is one of the causes of land degradation in Fiji, arising from the clearing of forest, use of herbicides, and progressive declines in soil quality and fertility. This module needs to draw on successful sustainable, and resilient, root crop production practices. In particular it needs to focus on the use of *Mucuna* as part of a crop rotation and the benefits arising from such a system.
6. *Protected areas module.* This module needs to focus on the needs for, and benefits of, establishing protected areas. This includes forest protected areas and marine protected areas where applicable. Successful examples of community protected areas from within, or in the vicinity of, the project area need to be included;
7. *Value chain awareness module.* It will present some of the key land and sea based economic opportunities to guide communities in the selection of economic activities that are most appropriate and in line with their Vanua Plans. It will be based on the value chain analyses and market assessments to be conducted under Sub-component 2.2 (and therefore value chain analyses and market assessments will need to be available for the Environmental NGO to complete the information packages).
8. *Maps.* Printed maps (preferably A2 size) are required of the community *mataqali* land for each of the 65 villages in the project area, as well as any land used by the 13 independent settlements that have been identified. Preliminary assessment of the data layers in Vanua GIS indicates that the most relevant maps to obtain are the 2016 forest cover maps and the land use capability class maps. These maps are to be sourced from the Fiji Geospatial Information System (GIS) Support Center in the Ministry of Lands and Mineral Resources, in collaboration with MoECC's GIS Unit once it is operational. The GIS Support Center is also expected to provide training to NGO and C2 LIP staff in interpretation of the mataqali land maps, in collaboration with MoAW's Land Resources Planning and Development Division.

Modules need to be kept as short as possible and in non-technical language and with visual representations as much as possible.

The Environmental NGO will also be requested to:

- develop the rest of the methodology for community awareness raising, capacity building, and development of the Vanua Plan (see next activity);
- train C2 LIP staff, especially the C2 LIP Coordinator for BE-GREEN and the community and district facilitators;
- and carry out a few, pilot community planning exercises jointly with C2 LIP, to test the maps and modules, based on which it will refine them as needed.

Activity 2: Vanua Plans. The development of the Vanua Plans will be aligned with integrated village development plans (iVDPs), where they have been completed. The iVDPs cover the whole development focus for a village and in most cases will make some reference to the natural resource base of the community, including its land, marine and water resources. The plans are to be developed in a way that ensures as much community participation and ownership as possible. The goal is for the Vanua Plans to be an active resource that the community uses in making on-going decisions in terms of the protection and use of their land.

The intention is for the Vanua Plans to be predominantly visual, in the form of a map of the community land which identifies planned future land use. Broadly speaking this would

cover: protected areas (terrestrial and marine); agroforestry areas; sustainable root crop production areas; household food production areas; other land uses. The final map needs to be digitized by the NGO with support from the GIS Support Center if required. Accompanying summary text will be required to explain the contents of the map. The map and accompanying text will form the Vanua Plan.

The Environmental NGO will be responsible for developing a methodology for preparing the Vanua Plans, which require a facilitation process with each of the identified communities (65 villages and up to 13 settlements). The methodology will need to include the following elements:

- *Community awareness raising*: the first step is to engage with each community with regards to their Vanua Plan and its intended purpose; this activity will be led by C2 LIP and continued awareness efforts will be carried out by community and district facilitators.
- *Capacity building*: the second step is to build community capacity to develop their Vanua Plan. This needs to involve a facilitated process led by the community facilitators and supported by the information packages.
- *Development of the Vanua Plan*: the third step is to develop the Vanua Plan with each community. This needs to draw on the material in the information packages, including the printed maps from Vanua GIS, together with the knowledge and goals of the community. It ought to include time spent walking on the *mataqali* land to verify information on the maps and to help identify areas for restoration/development and protection. It is recommended that initially the process be gender disaggregated, with men, women and youth working separately to bring their thoughts and ideas together. The separate draft plans from the different groups then need to be brought together to formulate a whole of community-owned Vanua Plan.
- *Role of traditional authorities*: as 90% of the land is owned and managed by traditional landowners, who hold ultimate authority over land use decisions, their active engagement as major partners in land management planning will be critical to achieving long-term success. Community planning will ensure strong participation of both traditional authorities and varied community groups of interest.

Activity 3: Communities empowerment to implement their Vanua Plan.

Communities will be empowered to implement their Vanua Plans through access to technical support, partnership building and grants. It is important that the whole community is engaged towards implementation of their Vanua Plan. Depending on the nature of the activities, different approaches will be used including through the community level, through women/youth groups and *mataqali* (extended family) groups. The Family Farm Teams¹⁰ programme has been identified as a key approach for empowering communities to implement their Vanua Plans. With this in mind, the following are the key steps required for empowering communities to implement their Vanua Plan:

Step 1. Following completion of a community Vanua Plan, the important next step is to facilitate with the whole community a process of prioritization to identify the activities they wish to take forward through the project. There needs to be a specific focus on actions that can be supported by the project. This process therefore needs to consider the options identified under Sub-Component 2.1 (agroforestry, sustainable root crop production, forest and marine protected areas) together with the market-oriented options available through Sub-Component 2.2. Information from the value chain analysis of each of these options needs to be provided through the information packages to support the community in identifying implementation

¹⁰ Also refer to PIM Section 3, Gender equality and social inclusion.

priorities. It is important that communities be encouraged to implement options relating to both sub-components, highlighting the benefits of land rehabilitation through agroforestry and establishment of protected areas in particular. Most, if not all, options under Sub-component 2.2 are compatible with, and can be integrated with, the Sub-component 2.1 options. This step needs to include identification of success indicators for community-led monitoring (see Step 4);

Step 2. The next step in empowering communities to implement their Vanua Plan is to identify family units who wish to engage in a more in-depth process following the Family Farm Teams programme. The Family Farm Teams programme was developed and applied in Papua New Guinea. More recently it has been adapted and applied through the Fiji Crop and Livestock Council. The programme recognizes that there have been significant changes in household dynamics with the transition from traditional ways of working and living that have existed for thousands of years, to the contemporary need for engagement with the cash economy. It recognizes that this is a challenging transition for many families. The Family Farm Teams programme supports this transition by bringing the men, women, and youth in a household together as a team with clarity on goals, roles and responsibilities and effective communication. There are four modules to the programme:

- *Working as a family farm team for family goals*, which looks at the current division of labour and better ways for the family to work together. Additionally, it focuses on farming, financial and general goals for the family. For migrant household families and youth wanting to migrate, pre-departure information and cost-benefit analysis to decide to migrate or to stay will be provided. Included will also be a remittance management /use module;
- *Planning your family farm as a family team*, which focuses on mapping the family land, developing seasonal calendars for crops grown, choosing investments/crops which are either for food security, or financially viable, or more likely, both, and aligning activities with family goals, drawing how they would like their farm to be in 5 years and developing a plan;
- *Feeding your family farm team*, which looks at food and nutritional security for the family, including having a food security and nutrition plan for times of stress such as during a drought or following a tropical cyclone;
- *Communication and decision-making as a family farm team*, which focuses on the importance of shared decision-making, particularly as it relates to the family farm activities and financial decision-making. It focuses on improved communication and conflict resolution in support of good decisions for the family.

The current content of the second module will need to be modified by C2 LIP to: (i) cover family participation in the implementation of the community Vanua Plan, including the identification of priority actions that the family wishes to adopt or contribute to. Ideally this will include options from both Sub-component 1 and Sub-component 2. This step also needs to include identification of success indicators for family-led monitoring (see Step 4); and (ii) include basic financial literacy, covering Planning and monitoring the family budget, making informed choices for on farm investments, Saving to meet family goals, and Use of financial products and services, including, for migrant households, remittances as a source of income for long term planning to combine with other financial services.

Step 3. Building on the Family Farm Teams approach is the possibility of clustering families with similar goals and who express interest and willingness to work together. Support would be provided through Sub-component 2.2.3 Group

Formation and Business Planning.

Step 4. A final, and very important step in the implementation of the Vanua Plans is monitoring (by community, family and cluster). This can be integrated with the project's M&E process. However, the primary focus needs to be on monitoring for success. Success indicators need to be identified through the facilitated processes under Steps 1-3. One exception will be soil fertility and quality monitoring (specifically including soil carbon monitoring), which will be supported by MoAW through a specific MoU. Soil monitoring will take place on an annual basis in two selected villages from each of the six districts participating in the project, and will be done for both agroforestry systems and sustainable root crop systems.

Phasing of Sub-component 2.1.1

Component 2.1 will be phased to allow for adequate time and resources to be dedicated to each of the communities. It is envisioned that the communities will be divided into two groups. The first group of communities will be targeted starting in Year 2 (2026) of the project and will have a total of four years of direct support before being phased out at the end of 2029. The second group of communities will be targeted starting in Year 3 (2027) of the project and will have a total of four years of direct support before being phased out at the end of 2030. In the 4th year there will be decreasing support and preparing for project exit and taking over by local institutions (producers' organizations, communities' structures, MoAW, Cakaudrove Provincial Youth Council etc.).

The sequence of activities under Sub-component 2.1 will be: (i) preparation of information packages; (ii) community awareness; (iii) Value Plan development; (iv) preparation of Vanua Action Plan; (v) Family Farm Team Approach; (vi) support to implementation; and (vii) support to monitoring.

Sub-component 2.1.1 Pathway to Sub-components 2.1.2 and 2.1.3

Sub-component 2.1 will focus on strong community awareness on the entire BE-GREEN project including the broader objectives and impact pathways. Through the community awareness process, information will be disseminated from Sub-component 2.2 value chain analysis/awareness as well the guidelines and process for accessing Component 2.3 grant facilities. The service providers responsible for Component 2.2 under C2 LIP leadership will carry out value chain awareness in all targeted communities facilitated by C2 LIP. C2 LIP will play a key linking role with regards to helping communities to access grants under Component 2.3.

Implementation arrangements for Sub-component 2.1.1

- C2 LIP will be the main implementor of Sub-component 2.1. and will have overall responsibility for community mobilization and coordination. Staffing will include a Project Manager based in Savusavu as well as one community facilitator per community. In each district, one community facilitator will also have the role of a district facilitator responsible for overall coordination of activities in a particular district. The C2 LIP Project Manager will be the link to the PMU and will be a member of the Provincial Steering Committee.
- An Environmental NGO will be jointly selected by C2 LIP and the PMU and contracted by C2 LIP. It will be responsible for: (i) developing a methodology for preparing the Vanua Plans; (ii) preparing information packages incorporating customized maps for every community, to be identified jointly with MoECC and the Ministry of Lands and Mineral Resources, and to be provided by the latter; (iii) advise on the adaptation of FFT module 2, to incorporate Vanua plans and implementation; (iv) train C2 LIP staff, especially the C2 LIP Manager for BE-GREEN and the community and district facilitators; and (v) carry out 2-3 pilot community planning exercises jointly with C2 LIP, to test the maps and modules, based on which it will refine them as needed.

- The Family Farms Team (FFT) approach will be developed by C2 LIP will inputs from Fiji Crop and Livestock Council, Tutu Rural Training Center and the Environmental NGO. C2 LIP will develop the core materials for the FFT and then train community facilitators to support the roll out.
- The PMU will establish an MoU with the Ministry of Lands and Mineral Resources for identifying and preparing community maps based on GIS information, in coordination with MoECC. The PMU will establish an MoU with MoAW's Research Division, for conducting soil sampling and analysis as described above.

Sub-component 2.1.2 - Climate-resilient and market-responsive production, and primary processing

This sub-component focuses on equipping families and farmers, women, and youth groups with the skills and resources needed to adopt climate-smart and environmentally friendly production technologies and practices. It supports a transition from subsistence farming, and to a lesser extent from semi-commercial, to market-oriented agriculture by enhancing technical capacities and creating sustainable livelihoods through value chain integration. This sub-component aims to develop technical capacities for climate-smart agriculture and marine-based production, establish peer-to-peer learning models and demonstration plots to showcase sustainable practices, and facilitate the transition from semi-subsistence to business-oriented production by fostering agroforestry systems, sustainable marine-based production, and eco-tourism ventures, aligning community activities with broader market opportunities and ecological goals.

This sub-component will build upon IFAD investments in Farmer Organisations and Private Sector in Fiji and the region to leverage key partners to support value chain development and farm level enterprise incubation including through technology transfers. A number of priority value chains and products have been identified during BE-GREEN design along with suggested service providers that have value chain expertise with a proven track record and, for some of them, are members of Pacific Island Farmers Organisation Network (PIFON). Table 7 shows potential service providers for implementing Sub-component 2.2.

Table 7 - Potential service providers for implementing Sub-component 2.1.2

Value Chain	Farmer Organisation/Private Sector Service Provider
Root Crop based Agroforestry for domestic and export markets	Tutu Rural Training Center
Fresh Fruit and Vegetables for domestic tourist and non-tourist markets	Teitei Taveuni & Bula Agro/Tel-A-Woman
Livestock and Honey for domestic tourist and non-tourist markets	Fiji Beef/Pig Association, Fiji Beekeepers Association
Cocoa based agroforestry for domestic tourist and non-tourist markets	Koko Mana
Floriculture for domestic tourist and non-tourist markets	Floriculture Support Association/South Sea Orchids
Agri/Eco Tourism and Handicrafts (land and marine based)	Duavata Collective and Rise Beyond the Reef
Seaweed and Sea Grapes for domestic and export markets	Pacific Blue Foundation, USC, Nama Fiji, Sea and Soil

The sub-component will provide technical trainings, demo plots and peer-to-peer extension to farmers, women and youth groups for adopting climate-smart and environmental-friendly land and sea-based production technologies and practices, with a strong emphasis on agro-forestry, and for facilitating transition from semi-subsistence agriculture/production to farming/producing as a business. These services will be delivered through a pluralistic extension system led by various commodity-based farmer organizations that are members of PIFON¹¹ and private sector operators with multiple modes of delivery. This will also apply to those communities engaging in eco-tourism with services provided through a peer-to-peer approach by the Duavata Collective¹². In alignment with the Vanua Plans, communities will select a few target commodities that build on agro-ecological potential and market opportunities, including root crops and cocoa as part of agro-forestry systems, small livestock and chicken, fresh vegetables and fruits, marine-based products (seaweed, mangrove oysters, crustaceans and pearls). Eco-tourism will also be promoted as an additional incentive to protect natural resources and biodiversity. Any selected activities will be based not only on environmentally friendly land and sea based product technologies and practices, but also financial viability, ensuring the choice of investments are based on financial analysis, including expected annualized returns, access to finance, profit, risks and market attractiveness. This will be built into the business literacy activities, where farmers, women and youth groups, are capacitated to analyse the options, weigh the risks and measure the profits to optimize use of their resources. As part of this, support services will be provided to improve market access, aid in risk mitigation and gradually build cohesive and efficient producer groups, fostering stronger community-based value chains.

Activities will target producing households, in application of the Family Farm Team approach, whereby household partners will be invited to participate in value chain analysis

¹¹ Pacific Island Farmers Organisation Network (PIFON). www.pacificfarmers.com.

¹² The Sustainable Tourism Collective. <https://www.duavatasustainabletourism.org/>.

and awareness, in extension activities (interventions) and in group formation. Young men and women who have founded their household yet may participate as individuals.

Activities. Sub-component 2.1.2 has four main activities:

- Value chain analysis
- Value chain awareness
- Interventions
- Group formation and business planning.

Activity 1: Value chain analysis. Participatory value chain analysis will serve as the foundation for all value chain interventions and investments. The Lead Implementing Partner for this sub-component, collaborating with farmer organizations and private sector partners, will bring in specialized assistance as necessary. Together, they will conduct the analysis using the framework outlined in the Agricultural Value Chain Guide for the Pacific Islands¹³ drawing from IFAD's Operational guidelines on engagement in pro-poor value chain development¹⁴, and customizing it to ocean-based value chains and eco-tourism. They will identify and explore new sustainable tourism and production opportunities that align with economic development and marine conservation objectives.

This approach places particular emphasis on identifying issues and opportunities for women and youth as well as the identification of key climate adaptation activities within the value chains, ensuring that value chain interventions are effectively designed to address these needs and enhance their participation.

The six steps in the Value Chain Analysis are:

Step1: Drawing a value chain map

Step 2: Putting real and accurate information into the map, including returns at each level. The analysis will provide complete information of costs at each level of interventions, including annualized returns in order to optimize investments and efforts.

Step 3: Identifying the services each actor provides, and returns received for these services and any embedded risks.

Step 4: Assessing the market trends, incentives and opportunities.

Step 5: Assessing strengths and weaknesses for all actors along the chain and ways to capitalise on strengths and minimise weaknesses

Step 6: Developing a plan to improve the value chain.

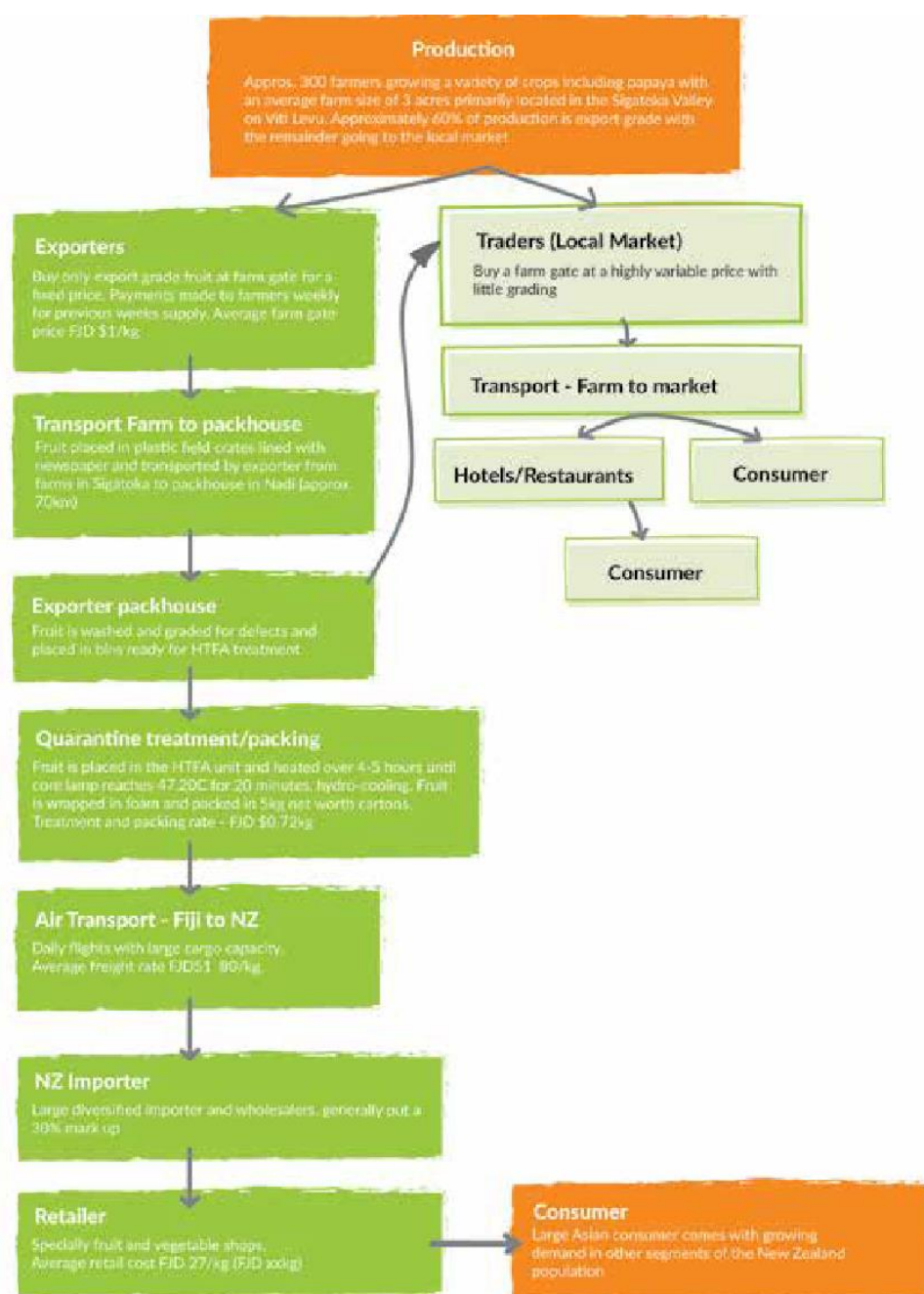
The participatory value chain analysis will generate **five outcomes**.

Outcome 1. A visual representation of the value chain with key information. Figure 1 shows an example for the 'Fiji Red' papaya export value chain to New Zealand.

¹³ PIFON, 2023. Agricultural Value Chain Guide For The Pacific Islands. <https://pacificfarmers.com/resource/agricultural-value-chain-guide-for-the-pacific-islands-2/>.

¹⁴ IFAD, 2021. Operational guidelines on IFAD's engagement in pro-poor value chain development. <https://www.ifad.org/en/w/publications/operational-guidelines-on-ifad-s-engagement-in-pro-poor-value-chain-development>.

Figure 1 - Fiji Red' papaya export value chain to New Zealand



Source: PIFON, Agricultural Value Chain Guide for the Pacific Islands, 2019.

Outcome 2. A table describing what each actor contributes to the final product and the returns they receive. The table will also include the risks that are involved in any particular investment, and indicate the ways to mitigate these risks. Table 8 shows an example for the 'Fiji Red' papaya export value chain to New Zealand.

Table 8 – Value chain stakeholders in the Fiji Red’ papaya export value chain to New Zealand

Actor Participant in the value chain Main actor (MA) Support actor (SA)	What the actor contributes to the final product	The cost of the actor’s contribution	The reward the actor receives (share of the final selling price to the consumer)	Actor risk and mitigation efforts
Seedling supplier (SA)	Certified seedlings that provide the sweet “Fiji Red” papaya that overseas consumers look for at their local supermarket	Cost of certified seed, potting mix, nursery operators’ time	The selling price of the certified seedlings to the farmer. Estimated seedling supplier share of the consumer purchase price: 0.02%	Moderate: Natural disasters such as floods Or cyclones
Farmer (MA)	Takes the certified seedlings and combines with other inputs to produce papaya to sell at the farm gate. Farmers Contribute their land, labour and expertise, etc.	Cost of land preparation, fertilizer, farmers’ time	The farm gate selling price of a kg of exportable papaya minus the cost of seedlings and other inputs. Estimated farmer share of the consumer purchase price: 11.0%	High: Natural disasters, weather, disease, theft, etc. market prices security of contracts accessibility of quality of inputs,

Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Outcome 3. A market assessment (this step is sometimes called market research or market analysis). Table 9 shows an example for the 'Fiji Red' papaya export value chain to New Zealand.

Table 9 – Market assessment for the Fiji Red' papaya export value chain to New Zealand

What consumers care about	Performance of value chain in meeting demand (score from 1 – 10) and why
Fruit taste	9 – Feedback is that consumers in New Zealand love the taste of 'Fiji Red' papaya and it is superior to other products on the market. However, there are some cases where seed purity has been lost and the consumers get a less tasty and yellowish fruit.
Quality (disease and physical damage)	7 – Physical damage is a problem for Fiji papaya because there are so many steps in the chain where the fruit is handled and generally it has more marks on the fruit than the competition. Disease in the form of post-harvest rots can be a problem in Fiji's wet season (November –April).
Health benefits	10 – Fiji papaya is a healthy product like all papaya. However, Fiji papaya has the added advantage that consumers often envision that it is produced in a healthy, "pristine" environment.
Price	7 – Fiji papaya in New Zealand is more expensive than the competition.
Packaging and labelling	5 – Most exporters do not use any fruit stickers and retailers do not use special labelling or displays that indicate it is a 'Fiji Red' product. VC analysis has identified the need to patent the "Fiji Red" brand.

Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Outcome 4. An assessment of strengths and weaknesses along the chain, also identifying actions required. This step is sometimes referred to as SWOT Analysis - S (Strengths) W (Weaknesses) O (Opportunities) and T (Threats). Table 10 shows an example for the 'Fiji Red' papaya export value chain to New Zealand.

Table 10 – Assessment of strengths and weaknesses in the 'Fiji Red' papaya export value chain to New Zealand

Actor (participant in the value chain)	Strengths and opportunities	Weaknesses and threats	Action needed
Farmer	• Relatively high level of entrepreneurship by farmers growing papaya (particularly in the Sigatoka Valley). • Excellent inherent agronomic conditions for growing “Fiji Red” papaya. • Ability to produce high quality organic papaya at a competitive price.	• Vulnerability to natural disasters • Most farmers don’t have access to irrigation • Inadequate attention given to drainage. • Some farmers not using selected “Fiji Red” papaya seed. • A susceptibility to post-harvest rots • A concentration of papaya farming in one location – increasing disaster risk. • The risk of future incursion of pest and diseases of quarantine significance	• A more focused extension effort • Expanding papaya production areas • The implementation of measures to reduce post-harvest rots • Implementation of a certified seed scheme
Exporter	• A number of long-standing exporters that provide competition	• Mainly purchasing fruit from one geographical area • Under-developed contract farming • No track record in developing mainstream supermarket markets	• Incentives to link exporters to farmers in new areas • Patent and certify the “Fiji Red” brand
Quarantine treatment	• A longstanding highly reliable quarantine treatment in place • A non-chemical quarantine treatments allows for organic papaya exports	• The high cost of quarantine treatment	• Support for measures to reduce energy costs • Support for market access requests to reduce the necessary treatment time • Support for programs to increase treatment throughput to reduce unit costs

Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Outcome 5. A plan to improve the value chain, which will convert the value chain analysis into real value chain development. This step leads to what is often referred to as the upgrading strategy. Table 11 shows an example for the ‘Fiji Red’ papaya export value chain to New Zealand.

Table 11 – Improvement plan for the ‘Fiji Red’ papaya export value chain to New Zealand

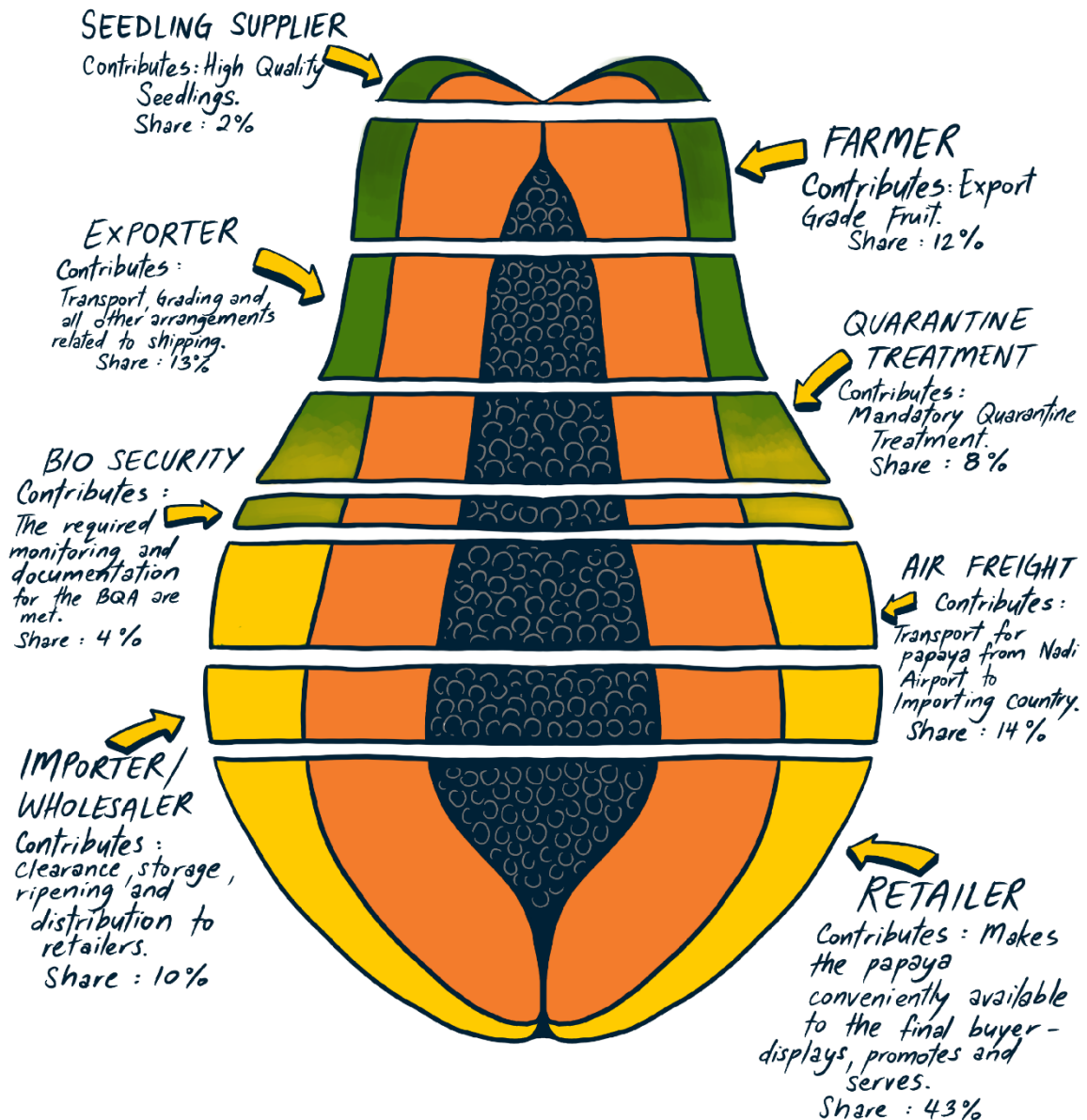
Actor	Short term plan	Longer term plan
Seedling supplier (SA) • The training of selected farmers in “best practice” seed collection techniques. • Facilitating the establishment of seed and seedling supply enterprises.		• Papaya planting material only to be supplied by certified private nurseries.
Farmer (MA) • A concerted extension effort advising farmers of the adverse consequences of collecting their own seed but to instead purchase seedlings from recommended nurseries. • Introduce improved field practices to reduce rots.		• The development of papaya production “best practice” for disaster and climate change mitigation.
Exporter (MA)	• The adoption of wrapping fruit in newspaper to reduce costs.	• Development of appropriate contract farming in new production areas.
Quarantine treatment (SA)	• Negotiate reduced treatment holding time with New Zealand quarantine authorities. • Install equipment to reduce post-harvest rots.	• Increasing throughput to reduce unit treatment costs.

Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Activity 2: Value chain awareness. C3 LIP, through its network of farmer organizations and private sector partners, will leverage the outcomes of the participatory value chain analysis to develop a tailored set of value chain awareness materials. These materials will distil key information for stakeholders, highlighting both opportunities and constraints along the value chain. They are designed not only to guide the project’s value chain interventions across components 2 and 3, but also to spotlight areas requiring attention from regulators, government, and other stakeholders that fall outside the project’s scope. These awareness materials will be integrated into the community awareness and planning processes facilitated by C2 LIP and disseminated among project partners, including private sector, service providers, networks and other investors.

Figure 2 below is an example of a product developed for value chain awareness for the papaya industry in Fiji which aims to explain what each actor contributes to the final product and their reward.

Figure 2: Example of value chain awareness materials for the 'Fiji Red' papaya export value chain to New Zealand



Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Figure 3 provides another example from the Fiji Taro industry, and focuses on the value chain awareness message 'Without environmental sustainability there is no commercial sustainability'

**Figure 3: Example of value chain awareness materials
for Fiji Taro Value Chain**



Source: PIFON, 2019. Agricultural Value Chain Guide for the Pacific Islands.

Activity 3: Interventions. Building on the outcomes and priorities developed through the value chain analysis, this set of activities will address the most pressing opportunities and constraints identified. Through this activity a series of targeted value chain interventions will be implemented in collaboration with existing value chain actors.

Interventions will include investments in lead farmer/producer demonstration sites, specialized technical training, technology transfer such as improved planting materials and inputs, and peer-to-peer learning exchanges. These interventions will provide the basis for developing extension and demonstration programs to community members inclusion in the targeted value chains. Through the established demo plots and lead farmers, other farmers/producing households and enterprises will be able to access peer to peer support. For example, cocoa agroforestry demonstration sites will be used for training and learning exchanges to demonstrate the concept and encourage new farmers/producing households to adopt this practice. Similarly, by supporting a lead fruit and vegetable farmer with improved production technologies to improve off-season production this farmer will be an example to other farmers/producing households on the benefits of investing in these technologies.

All interventions that involve providing inputs or equipment to a lead farmer or producer will require a signed Memorandum of Understanding (MoU). The MoU will outline the recipient's obligations, including hosting visits from other producing households or producers, facilitating peer-to-peer training, and ensuring proper operation and maintenance.

It is anticipated that these interventions will provide good examples also for communities and households to submit proposals for climate smart grants (Component 2.1. 3).

A more detailed description of value chain interventions is provided in Table 12.

Table 12 – Types of interventions by service provider

Value Chain	Farmer Organisation/ Private Sector Service Provider	Soft interventions
Root Crop based Agroforestry	Tutu Rural Training Center	. Identification of lead/model farms from Tutu graduate network, group/cluster strengthening, . Establishment of germplasm multiplication centers to improve crop diversity, coordination of planting material production for tree crops, . Technology transfer to model farms for sustainable soil management (mucuna, biological inputs etc.) and agroforestry . Soil health peer to peer training . Farmer - buyer meetings . Root crop value addition training
Fresh Fruit and Vegetables	Teitei Taveuni & Bula Agro/Tel-A-Woman	. Identification of lead/model farms, group/cluster strengthening . Coordination of planting material production for fruit tree crops . Technology transfer to model farms for sustainable soil management . Improve quality, post-harvest handling and off season production . Peer to peer learning exchanges, . Farmer - buyer meetings . Introduction of PGS organic certification . Demand-driven input supplier support services
Livestock and Honey	Fiji Beef/Pig Association, Fiji Beekeepers Association	. Identification of lead/model farms, group/cluster strengthening . Coordination of livestock multiplication . Technology transfer to model farms for sustainable livestock and honey production . Training/awareness on pasture management . Training/awareness on varoa mite management . Peer to peer learning exchanges and beekeeping mentor program . Farmer - buyer meetings . Demand-driven input supplier support services . Bee product value-addition training
Cocoa based agroforestry	Koko Mana	. Identification of lead/model farms, group/cluster strengthening . Coordination of planting material production for cocoa-based agroforestry demo sites . Technology transfer to model farms for sustainable soil management (mucuna, biological inputs) . Training/awareness on black pod and rat management using nature based solutions . Training/awareness on cocoa fermentation and drying . Peer to peer learning exchanges . Farmer - buyer meetings with a focus on co-crops (coffee, vanilla etc.) . Demand driven input supplier support services
Floriculture	Floriculture Support Association/South Sea Orchids	. Identification of lead/model farms, group/cluster strengthening . Coordination of planting material multiplication and distribution (new varieties of ginger, heliconias, orchids and anthuriums, guzmanias etc) . Establishment of wholesale marketing system for orchids and anthuriums based on SSO model¹⁵

¹⁵ Along the model of the wholesale marketing system that has been operating on Viti Levu for the past 20 years. It is unique to floriculture because of the value chain actors and control of planting material. Growers are provided with subsidized high quality planting material, training and inputs they sell cut flowers exclusively to the wholesale market with established margins, florists then buy from the wholesale market, add value and on sale to end customers.

Value Chain	Farmer Organisation/ Private Sector Service Provider	Soft interventions
		. Training/awareness on pest/disease and nutrient management using nature based solutions . Training/awareness on harvest and post harvest handling, training on value adding through floral arrangements . Peer to peer learning exchanges . Farmer - buyer meetings . Demand driven input supplier support services for floriculture production and floral arrangements . Convening of annual flower shows to highlight local talents and availability of cut flower varieties to increase local demand
Agri/Eco Tourism and Handicrafts (land and marine based)	Duavata Collective and Rise Beyond the Reef	. Support to feasibility studies/business planning . Peer-peer learning exchanges, peer-peer mentoring programs . Market/marketing support . Customer service training, business management training . Guide training . Promotional/informational material development . Linkages with key compliance and support agencies . Handicrafts - Participatory Value Chain Analysis, Preparation of Value Chain 'awareness' materials . Group/cluster strengthening for handicrafts, . Coordination of planting material multiplication and distribution for handicraft planting materials . Training on new land and marine based handicraft making . Piloting of wholesale marketing system for handicrafts . Peer to peer learning exchanges . Farmer - buyer meetings . Demand driven input supplier support services
Seaweed and Sea Grapes (other high value marine-based opportunities include mangrove oysters, pearls and crustaceans)	Pacific Blue Foundation, USC, Nama Fiji, Sea and Soil	. Identification of lead/model communities/collectors and group/cluster strengthening . Technology transfer to lead communities/collectors to improve harvest and post harvest handling as well as storage and transportation . Training/awareness on sustainable harvesting practices/techniques . Peer to peer learning exchanges . Collector - buyer meetings . Value addition training

Activity 4: Group formation and business planning. Both existing and new groups, including farmers, growers, fishers, youth, and women's organizations, will be the focus of targeted capacity-building activities aligned with best practices established by C3 LIP. These activities will be implemented through established farmer organizations using a peer-to-peer mentoring approach and in collaboration with C2 LIP and the Department of Cooperatives. Capacity-building efforts will cover critical areas such as support for legal registration, strategic and business planning, feasibility studies, and governance, and progress will be monitored utilizing a scoring system, covering the key areas, thus ensuring that participating groups are well-equipped to manage and sustain their operations, inclusive of finance and market ready. For communities where such groups do not currently exist but express a desire to form them, tailored support will be provided to facilitate their establishment and development.

Linkages with the Department of Cooperatives will be established for those groups that are interested in this registration option. Once registered as a cooperative, the Department of Cooperatives can provide ongoing training and technical support to supplement the peer-to-peer support provided through BE-GREEN.

C3 LIP through lead farmer organisations will support the application of a 'farmer organization growth tool' which is aimed at providing an initial 'self-assessment' of the group against a set of key variables, the analysis of this tool will help the group to develop an organizational strengthening action plan. The tool can then be re-applied every year and used as a means of measuring organizational growth. The tool can also be used to support a 'graduation approach', which helps to guide the project in its group investments.

In addition to group-level interventions, individual value chain actors at the community level who have been identified through the participatory value chain analysis will also receive targeted support, these could include lead farmers, transporters, nursery operators, buyers/consolidators at the community level etc. This will include assistance with developing business plans, creating farm management plans, and undertaking production planning. These efforts aim to enhance the organizational, operational, and market capabilities of both groups and individual actors, enabling them to actively participate in and benefit from the value chain interventions and investment opportunities of the project.

2.2.2 Implementation arrangements for Sub-component 2.1.2

- PIFON can potentially be the main implementor of Component 2.2. As Lead Implementer, it would assign a Project Manager officer who will be based in Savusavu and will be responsible for the coordination of the various service providers (farmer organisations and private sector partners) and activities. The Project Manager will be the link to the PMU and will be a member of the Provincial Steering Committee.
- Various farmer organisations and private sector partners, contracted by the Lead Implementer, will be responsible for carrying out the value chain analysis and developing value chain awareness materials.
- The LIP-contracted farmer organisations and private sector partners will also lead the value chain interventions working in close collaboration with C2 LIP, MoAW and the PMU.
- An MoU will be established between the PMU and MoAW Research Division to supply selected planting materials from research station nurseries on Vanua Levu, as well as bio-inoculant, both at the established government rates.

Sub-component 2.1.3 – Climate smart investments for production, eco-restoration and eco-tourism

This sub-component will provide small catalytic investment grants to communities, producers, youth and women's groups, and individuals for initiatives across three key areas: (i) sustainable production, for example for securing planting materials, preparing land, and improving water management; (ii) ecological restoration to benefit biodiversity and improve livelihoods, and (iii) value addition and marketing, for acquiring processing equipment, creating collection points, building storage facilities or building farm-to-market roads. Grants will be allocated through calls for proposals, building on the process used for accessing MoAW grants. They will align with the priorities defined in Vanua Plans. Larger investment needs for private individuals, MSMEs and registered groups, will be addressed through Sub-component 3.3. Grants will be limited on a per capital basis (range) and an individual may only avail of one grant under this window, but groups may consolidate per capita allocation for larger investments, for example under (iii).

2.3.1 Workflow and related activities

Sub-component 2.1.3 will follow a four-step workflow, which will be detailed in a Grant Manual:

1. Calls for proposals
2. Screening and grant development
3. Grant approval
4. Grant implementation

Grant Manual. A Grant Manual will be produced during project inception by the PMU Grant Manager, in collaboration with MoAW and the Ministry of Rural and Maritime Development. Key areas to be covered by the Grant Manual include the following: (i) Eligibility criteria; (ii) Financing requirements (including maximum amount per types of investment and/or eligible applicants, and cofinancing requirements); (iii) Application process; (iv) Grant screening, development and approval; (iv) Grant disbursement and financial management; (v) Implementation, including procurement; (vi) Monitoring and Reporting Obligations; and (vii) Compliance with GoF and IFAD/GEF legal, financial, environmental, social and climate regulations and standards; (viii) Fraud prevention; and (ix) Termination and revocation of grants.

Calls for proposals. The PMU will issue all calls for grants which will be accessible on a competitive basis to finance communities, groups and individuals. The call for grants along with all grant procedures will generally follow the established procedures set by the Ministry of Agriculture and will be documented in a grant manual developed by the PMU Grant Manager.

LIPs responsible for implementation of sub-components 2.1 and 2.2, will disseminate information about the competition for grants and assist interested and eligible communities, groups and individuals in shaping their proposal.

Communities, groups and individuals eligible to submit proposals for grant financing will be those that: (i) reside within the project area; (ii) have developed a Vanua Plan and can show clear linkages between the proposal and the Vanua Plan; (iii) have sufficient management capacity for implementing the proposed grant, and (iv) are not yet fully engaged in the market (do not yet farm/fish/use natural resources as a business) and can leverage the grant as a catalyst to transition to market-oriented operations. Eligibility criteria should strongly support the clustering for farmers around specific crops/value chains through providing larger community or group grants.

Eligible investments will be those that address a demonstrated local need and promote: (i) climate adaptation and sustainable natural resource management; (ii) sustainable production; (iii) value addition and marketing. This could include farm access roads, budget allowing. In this case, grant support will mainly be provided to address problem areas of existing farm access roads, including grading, drainage and culverts. The process for applying for farm access roads will be the same as other grants however there will be a slightly different workflow as established by MoAW. Table 13 shows examples of eligible investments that are directly linked to value chains.

Table 13: Examples of climate smart grant investments by value chain

Value chain	Types of investment
Root/staple Crop based Agroforestry	Production: Planting material, fencing, land preparation, drainage, pruning/weed control equipment, nursery structures and nursery materials, biological inputs. Post-harvest: value addition equipment (slicers, dryers, mills, fryers, packaging, labels etc.), wash plants, pack house/storage facilities, cooling/freezing facilities

Value chain	Types of investment
Fresh Fruit and Vegetables	Production: Planting materials, nursery structures and nursery materials, plastic tunnel houses, irrigation systems, land preparation and small farm equipment, plastic mulch and trellis materials, biological inputs Postharvest: Field bins for post harvest handling, post harvest storage and cooling facilities, value addition equipment and materials.
Livestock and Honey	Production: Breeding stock, pasture seed, fencing, animal pens, watering/feeding equipment, land preparation for pasture establishment, equipment for manual weed control. Bee hives, queen bees, beekeeping equipment (suits, gloves, tools etc.). Post-harvest - Honey extractors, packaging materials, value addition equipment and materials.
Cocoa based agroforestry	Production: Planting materials, fencing, land preparation, drainage, pruning/weed control equipment, nursery structures and nursery materials, biological inputs Post-harvest -Fermentation and drying equipment
Floriculture	Production: Planting materials, shade house structure and materials, nursery equipment and materials Post-harvest: Floral arrangement materials
Agri/Eco Tourism and Handicrafts (land and marine based)	Establishment of Marine-Protected Areas, Key Biodiversity Areas Infrastructure: Trail/walkway construction, shed/shelter construction, toilet block construction Materials/equipment: Promotional/informational materials, snorkeling/kayaking equipment, communications equipment.
Seaweed and Sea Grapes	Mangrove restoration Harvest and post-harvest handling equipment, packing/storage facilities, cooling facilities, packaging materials.

Proposals will describe the community/group/individual, proposed investment, cost estimate and contribution, expected benefits, and modalities for monitoring and accountability. Grant proposals for equipment and infrastructure will include a plan for ensuring operation and maintenance. Grant proposals for commercial operations will include a simple business plan demonstrating market demand as well as economic and financial viability, and their development will be supported by C2 LIP and C3 LIP. There will be one call per community.

The amount of project financing for climate smart investments will be determined and detailed in the Grant Manual.

The community/group/individual will be required to provide co-financing in cash or kind. The amount of co-financing will be determined during inception and included in the Grant Manual.

There is no fixed amount for co-financing in kind, but the following types of costs must be provided as co-financing in kind:

- Land needed for construction of fixed assets;
- Administrative work of the community/group committee in managing the investment;
- Labour by individuals needed to implement the investment.

Screening and grant development. Proposals will be screened based on pre-established selection criteria detailed in the PMU Grant Manual to verify eligibility of the

community/group/individual and of the proposed investments. The PMU Grant Manager in collaboration with C2 LIP and C3 LIP will visit each applicant to verify information provided and to help them in developing their proposal along a pre-set format, particularly detailed stages of implementation, responsibilities, Environmental, Social and Climate Management compliance and costing.

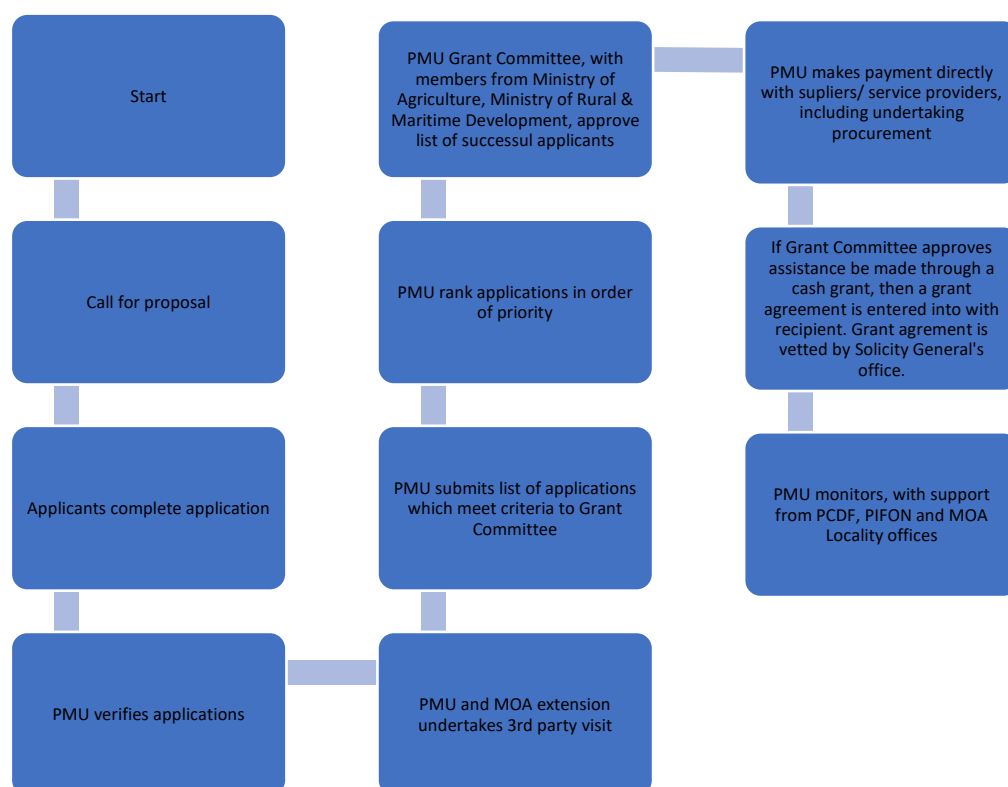
Grant approval. Finalized grant proposals will be submitted for approval to a Grant Committee composed of representatives from MoAW, Ministry of Rural and Maritime Development and chaired by the PMU Director. A committee member from the Ministry of Fisheries will be part of all marine-based grant decision making. The PMU Grant Manager will act as a secretary of the committee.

Grant implementation. Grantees will sign a grant agreement with the PMU, that will define respective responsibilities, including planning of activities, procurement, operation and management and monitoring and accountability. The PMU will directly pay suppliers, consultants and contractors as preferred mode of payment. Implementation will be supported by the Grant Manager, in collaboration with C2 LIP and MoAW. The implementation of commercial operations will be supported by C3 LIP. Grant implementation will receive dedicated support for up to two years, by the PMU, C2 LIP and C3 LIP.

Grant workflow

Figure 4 describes BE-GREEN workflow, building on the grant workflow established by the Ministry of Agriculture under its Commercial Agricultural Development Programme. This process will be reviewed and formalized by the PMU Grant Manager and incorporated into a Grant Manual.

Figure 4 - BE-GREEN workflow for grant development



9. 2.3.2 Implementation arrangements for Sub-component 2.1.3

Sub-component 2.3 will be implemented by the PMU Grant Manager, in collaboration with C2 LIP and C3 LIP. The Grant Committee will comprise the Ministry of Agriculture, Ministry of Rural and Maritime Development, Ministry of Fisheries (for marine-based grants) and the PMU.

Coordination with Sub-component 3.3 Matching Grant Mechanism.

The Climate-Smart Grants will complement the Matching Grant Mechanism (Sub-Component 3.3) to ensure a seamless flow of financing options for beneficiaries. Beneficiaries with larger or more capital-intensive projects will be referred to the Matching Grant mechanism.

Implementation arrangements for IFAD-financed Component 2

Table 14 – Summary of implementation arrangements for IFAD-financed Component 2

Organisation/ Possible implementers	Summary Roles
MoAW	Extension MOA Extension officers to join coordination structures for all farmer outreach Extension officers to support farmer-oriented value chain interventions Research Coordinate soil sampling and analysis from target communities Contracted to supply of bio-inoculant and training for target communities Contracted to supply planting materials from research station nurseries (Component 2.3)
Project Management Unit (PMU)	Overall coordination, provide required TA, M&E. Provide logistical support and coordination, support to organise/mobilise and follow up on training and other activities, and facilitate links to component 1 and 3. Directly responsible for Component 2.3 – Climate Smart Grants.
Partners in Community Development Foundation (PCDF)	Possible Lead Implementing Partner for Component 2.1.1 Overall responsible for community mobilization and coordination. Staffing will include a Project Manager based in Savusavu as well as community facilitators based in all communities and district facilitators in all districts. Project Manager will be the liaison within the PMU.
Environmental NGO (Service provider contracted by C2 LIP)	Responsible for preparing information packages incorporating maps provided by the Ministry of Lands and Mineral Resources as well as information on key biodiversity areas. Also responsible for the co-design of a methodology for the Vanua Plans, staff training, testing the methodology in 2-3 communities and adapting the methodology as required.
Ministry of Lands and Mineral Resources	Responsible for preparing community maps based on GIS information available and needs identified, in collaboration with MoECC. Maps will be used as part of community awareness and planning.
Pacific Island Farmers Organisation Network	Main implementer of Component 2.1.2 Will have a Project Manager based in Savusavu responsible for the coordination of various farmer organization and value chain activities. Project Manager will be the link to the PMU.

Exit Strategy for Component 2: Sustainable and Market-Oriented Production

The exit strategy ensures the sustainability of interventions by transitioning responsibilities to beneficiaries, local institutions, and other stakeholders, while embedding practices that continue to foster climate resilience, ecosystem management, and market-oriented production. It is summarized in Table 15.

Table 15 - Key features of Component 2 exit strategy

Key Area	Exit Strategy	Expected Outcome
Community Empowerment	Equip communities with the skills and knowledge to independently manage Vanua Plans and climate-smart practices.	Communities sustain and expand climate-resilient practices without external support.
	Develop local champions and facilitators to continue awareness and training programs.	Enhanced capacity for community-led initiatives and peer-to-peer knowledge sharing.
Ecosystem Management	Transition monitoring responsibilities to local environmental committees supported by traditional leaders.	Continuous implementation and enforcement of ecosystem management plans.
	Establish partnerships with local NGOs and government for ongoing technical support.	Long-term support for ecosystem restoration and conservation initiatives.
Value Chain Integration	Strengthen linkages between farmers, PIFON members, and private sector actors to ensure sustained market access.	Farmers remain integrated into profitable value chains and expand market opportunities.
	Formalize contracts and agreements between producers and buyers to promote stability.	Long-term producer-buyer relationships secured through transparent and reliable arrangements.
Capacity Building	- Institutionalize training modules on climate-smart agriculture and eco-tourism into existing government programs.	Ongoing skill development for farmers and communities through public extension services.
Sustainability of Grants	Transition grant administration to local cooperatives or community-managed funds.	Continuous availability of financial resources for small-scale investments post-project.
	Ensure grant beneficiaries graduate to access matching grants or independent financing mechanisms.	Beneficiaries transition to self-reliant financing and larger-scale investments.
Policy and Institutional Support	Advocate for policy changes to embed project methodologies (e.g., ridge-to-reef approach) into national policies.	Institutionalization of project approaches into long-term policy frameworks.

Component 2 under GEF investment

Under the GEF investment, Component 2 activities will entail initiating implementation of the integrated island management plan developed under Component 1, focusing on social inclusion and securing free, prior, and informed consent (FPIC) from communities before commencing activities. Women, youth, and socially marginalized groups will be ensured participation. Interventions will build upon and accelerate ongoing initiatives, in collaboration with governmental and non-governmental partners. Potential interventions, to be described in more detail during the project preparation phase of the GEF investment, may include establishment of terrestrial and marine other effective area-based conservation measures (OECMs) (e.g., through conservation leases as part of the national REDD+ strategy), and nature-based solutions aimed at improving management and

restoring forests and freshwater and coastal ecosystems to benefit biodiversity and enhance livelihood opportunities. Indicative nature-based solutions include inter alia the following:

- Restoring riparian ecosystems with agroforestry-based systems;
- Rehabilitating idle sugarcane lands with diversified farming systems (including indigenous varieties);
- Implementing community composting initiatives to reduce pollution threats and produce organic fertilizer;
- Safeguarding buffer zones through the production of non-timber forest products (NTFPs);
- Revival of traditional varieties of wild food crops;
- Mangrove restoration and ecotourism experiences to raise awareness and support livelihoods; and
- Reducing overfishing and poaching threats through alternative coastal fisheries and mariculture.

Interventions will focus on improving management of key biodiversity areas and keystone species and protect against climate change and anthropogenic impacts, in alignment with Fiji's National Biodiversity Strategy and Action Plan (NBSAP) and contributing to the global targets under the Kunming-Montreal Global Biodiversity Framework. The interventions will facilitate management and restoration of the impacts of agricultural land degradation, including abandoned sugar cane fields, and runoff on marine and freshwater biodiversity and ecosystems. The project will link these interventions with ongoing efforts and promote sustainable agribusiness development, participatory conservation, and ecosystem restoration.

It is anticipated that Outcome 2.2 will be based on the following outputs, which will be updated and matched with targets at GEF design:

Output 2.2.1

Forests and freshwater habitats under improved management to benefit biodiversity with enhanced local livelihood opportunities.

Output 2.2.2

Fiji's key biodiversity areas and keystone species better managed and protected against climate change and anthropogenic impacts, in alignment with the National Biodiversity Strategy and Action Plan.

Output 2.2.3

Better manage impacts of agricultural land degradation (including abandoned sugar cane fields) and runoff on marine ecosystems and freshwater biodiversity.

Implementation arrangements for GEF-financed Component 2 activities will be agreed upon and described in the PDR-CEO Endorsement Request (PDR-CER) during the project preparation phase of the GEF investment.

Component 3 – Inclusive access to markets and finance

Overview

Component 3 is designed to support micro, small, and medium enterprises (MSMEs), including registered cooperatives, farmer-led enterprises, and registered women and youth groups, that are based in the target districts or source from the target districts, and are already engaged in the market. By improving business operations, market access, and financing opportunities, the component seeks to enhance the competitiveness and sustainability of rural enterprises. By addressing systemic barriers to market and finance access, it contributes to building resilient and self-sustaining rural economies while promoting gender equity, youth empowerment, and environmental stewardship. Through innovative approaches, strategic partnerships, and capacity-building initiatives, Component 3 ensures that project beneficiaries are well-equipped to seize opportunities in competitive markets, thereby fostering long-term impact and sustainability.

Specific objectives. The overarching objective of Component 3 is to build inclusive, market-driven ecosystems that support smallholder producers, MSMEs, and value chain actors in accessing profitable markets and tailored financial services. Specific objectives include:

- Strengthening the business development capacities of MSMEs and producer organizations, with a focus on data and financial analysis of opportunities.
- Facilitating sustainable producer-buyer linkages to expand market opportunities.
- Enhancing access to tailored financial products and services for MSMEs and producer organizations, inclusive of financial and business literacy for MSMEs and producer organizations.
- Promoting climate-smart and innovative investments that improve value chain resilience and competitiveness.
- Establishing a clear graduation pathway for beneficiaries to transition from project support to market independence.

Targets. The primary beneficiaries of Component 3 include:

- MSMEs engaged in land and marine-based value chains, eco-tourism and associated services, and sustainable agro-processing and other businesses involved in land and marine restoration.
- Producer groups, cooperatives, and producer-led enterprises involved in similar activities/investments.
- Women and youth groups with existing, even if weak market linkages.
- Private sector actors and value chain stakeholders involved in sustainable sourcing from target districts.

Context

Assessment of Rural Enterprises and Private Sector Dynamics in BE-GREEN project target area

The environment and context for private sector actors in agriculture and tourism in the BE-GREEN project's target areas within Vanua Levu present both opportunities and significant challenges, impacting the likelihood of the project's assumptions holding in practice.

Characterization of the Environment and Context:

- **Dominance of Subsistence and Semi-Commercial Agriculture:** The predominant mode of production is family-based smallholder subsistence or semi-commercial farming. A large percentage of farmers operate at a subsistence level, primarily growing for their own

consumption and cultural obligations. Semi-commercial farmers engage with markets to some extent, but their prevalence in the specific target areas is not precisely defined, though likely less than 20% based on broader agricultural census data.

- **Challenges in the Agriculture Sector:** Young farmers and the agriculture sector as a whole face challenges such as limited access to training, land, markets, equipment, and credit. Poor agricultural practices and limited access to technology and knowledge further constrain productivity. There are also gaps in the participation of extension services, particularly for young women and men.
- **Untapped Potential in Tourism:** Vanua Levu has significant potential to become a premier tourism destination by linking its agriculture and fisheries sectors to tourism, which is a cornerstone of Fiji's economy. However, compared to Viti Levu, Vanua Levu has historically received limited public investment in infrastructure, including tourism infrastructure, and access to markets.
- **Weak Linkages Between Agriculture and Tourism:** Despite the potential, there are underdeveloped linkages between the agriculture and tourism sectors in Vanua Levu, lacking investment and coordination. The tourism industry faces challenges in sourcing local products due to inconsistent supply, seasonality, poor quality, lack of food safety standards, and weak producer-hotel networks.
- **Vulnerability to Climate Change and Natural Disasters:** Fiji's economy, including its rural sectors, is highly vulnerable to the impacts of climate change and natural disasters, such as cyclones, which can cause significant annual losses. This adds a layer of risk to agricultural and tourism-related enterprises.
- **Importance of Traditional Land Ownership:** Most village youths access traditional land made available by land-owning clans (mataqali), but this land is often small. Engaging with iTaukei communities and respecting traditional land ownership structures (Vanua) is crucial for project success.
- **Policy Support for Sustainable Development:** National policies like the National Development Strategy and the Agriculture Sector Policy aim to build economic resilience, uplift socio-economic well-being, and promote sustainable resource management and commercial agriculture. BE-GREEN aligns with these national priorities.

Assessment of the Current State of Rural Enterprises:

Based on the findings of the BE-GREEN design team, the current state of rural enterprises reveals several key characteristics:

- **Capitalization:** Capitalization is generally low. Smallholder farmers and rural enterprises often face limited access to capital and finance. This lack of investment hinders their ability to adopt new technologies, improve infrastructure, and scale their operations. The project aims to address this through facilitating access to finance and providing climate-smart investment grants.
- **Management Capacity:** Management capacity is likely variable and often limited, especially for subsistence and semi-commercial producers transitioning to more market-oriented approaches. The project recognizes the need to build capacity for entrepreneurship and small business management. Capacity building will cover areas such as business planning, farm management, production planning, and organizational governance.
- **Risk Management:** Formal risk management practices are likely underdeveloped or non-existent in most rural enterprises. Their vulnerability to climate change and market fluctuations highlights the need for better risk identification and mitigation strategies. The project aims to build resilience in the agriculture sector to climate change and natural disasters.
- **Growth Trajectory:** The growth trajectory for many rural enterprises is likely constrained, with many operating at a subsistence or semi-commercial level with limited expansion.

Factors like low productivity, limited market access, and insufficient infrastructure contribute to this. BE-GREEN aims to support the sustainable growth of Fiji's rural economy and facilitate the transition to market-oriented business models.

- Operational Complexity:** Operational complexity is generally low, particularly for subsistence farmers. Operations are often based on traditional methods with limited adoption of advanced technologies and practices. The project aims to enhance technical capacities and introduce climate-smart and environmentally friendly production technologies and practices.

- Business Focus:** The business focus is heavily skewed towards primary production with limited value-added processing. There are opportunities to increase value add across the agri-food system. The project includes activities to support value addition and processing to capture premium prices.

- Market Integration:** Market integration is often weak, especially for producers in remote communities. Barriers include poor connectivity, lack of market information, and insufficient post-harvest infrastructure. BE-GREEN aims to improve market access and strengthen producer-buyer linkages.

Role of Farmer Organizations (FOs) Functioning as MSMEs:

Farmer organizations (FOs) can play a crucial role within this ecosystem and are explicitly recognized by BE-GREEN as key rural enterprises (MSMEs). Their potential impact includes:

- Aggregation and Economies of Scale:** FOs can help overcome diseconomies of scale by organizing farmers into groups or clusters, enabling them to collectively access markets, inputs, and services more effectively.

- Enhanced Bargaining Power:** By acting collectively, FOs can strengthen their bargaining power with buyers, potentially leading to better prices and more favorable terms.

- Facilitation of Training and Knowledge Sharing:** FOs can serve as platforms for delivering training, sharing knowledge, and promoting the adoption of new technologies and sustainable practices through peer-to-peer learning models. PIFON, a network of farmer organizations, is a key implementing partner for BE-GREEN.

- Access to Finance and Grants:** FOs can act as conduits for accessing finance and project grants, allowing members to invest in their farms and businesses collectively. The project provides support for the legal registration and governance of farmer organizations.

- Formal Partnerships and Market Linkages:** BE-GREEN aims to engage farmer organizations in formal partnerships and agreements with public or private entities to secure and improve market access and business opportunities.

- Potential for Value Addition:** FOs can facilitate collective efforts in post-harvest handling, processing, and marketing, enabling them to add value to their products and access higher-value markets.

- Sustainability and Resilience:** Strong and well-managed FOs contribute to the long-term sustainability and resilience of rural livelihoods by fostering collaboration and collective action.

However, the current capacity and effectiveness of farmer organizations likely vary. BE-GREEN aims to strengthen existing and support the development of new farmer organizations, enhancing their organizational, operational, and market capabilities. The project's success will partly depend on the willingness and ability of rural enterprises, including farmer organizations, to participate actively and adopt new approaches to business and market engagement.

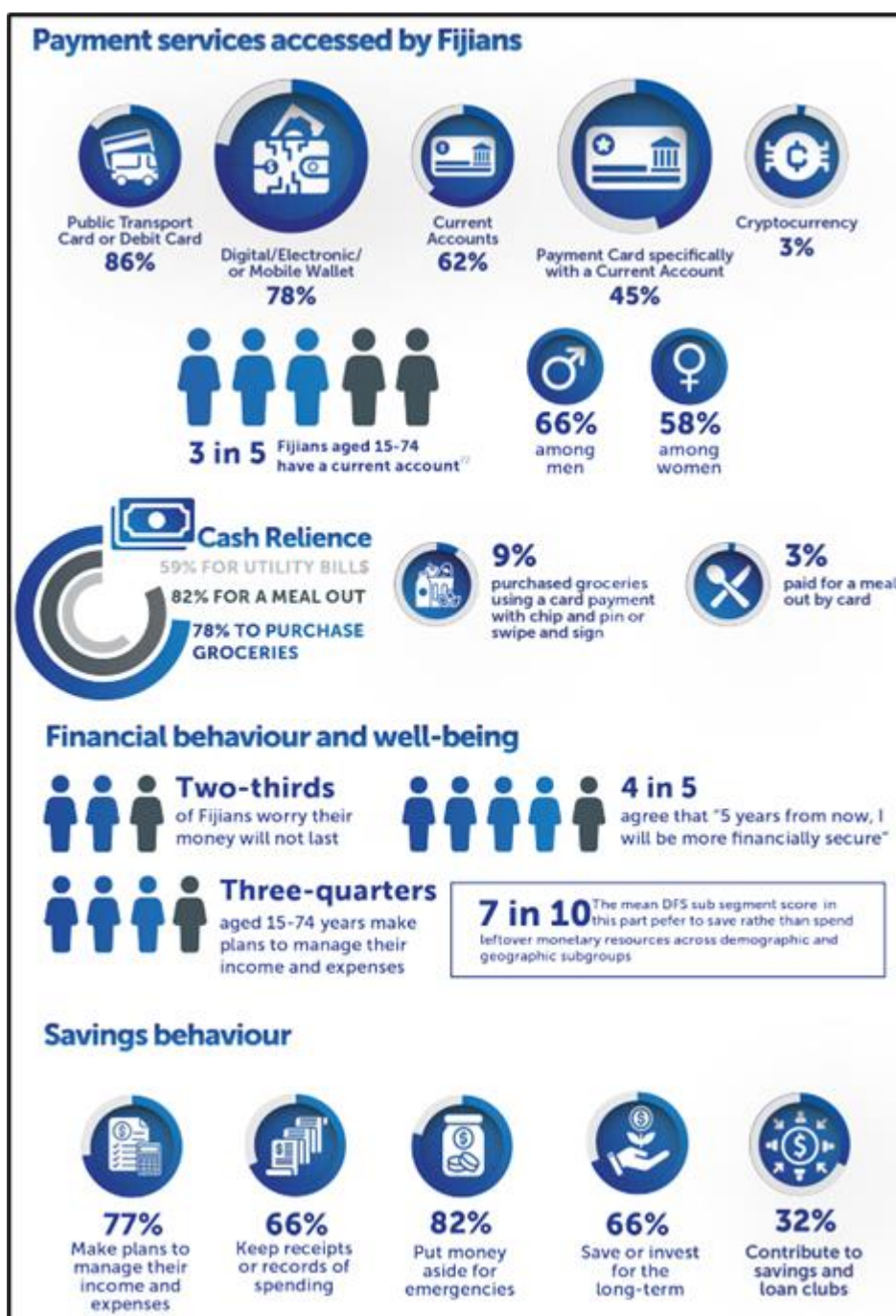
Context for Financial Inclusion in Fiji (Vanua Levu)

Financial and digital inclusion and literacy

Fijians have been taking financial inclusion to a new level with their ever increasing financial inclusion evident from the figures in the below image. More than 50 percent of the Fijians have Public Transport Card/Debit Card, digital/electronic or mobile wallet and current accounts.

Usage of cryptocurrency is also now evident in Fiji with 3 percent of the Fijians holding digital assets. Fijians still rely heavily on cash, which is underlined by the fact that 59 percent use cash for utility bill payments, 82 percent use cash when dining out, and 78 percent using cash for purchasing groceries.

Nonetheless, Fijians demonstrate a strong foundation in financial literacy, as illustrated in the accompanying image. It reveals that more than half of the population actively manage their finances, showing concern about their financial well-being and planning for their income and expenses. This financial prudence is further evidenced by their savings behavior, with over half of Fijians setting aside funds for emergencies and saving or investing with a long-term perspective.



Data from the 2019-2020 HIES survey found that 82 percent of adult Fijians consider regular savings for emergencies to be part of their essential household expenditure. The absence of having regular savings for emergencies is classified as suffering from financial deprivation and 20 percent of adults in Fiji do not have enough to afford these regular savings (18 percent in the urban environment and 22 percent in rural settings). Savings for emergencies are essential to household wellbeing and is the third most common coping strategy when faced with adverse shocks such as illness, death, job loss or natural disasters, with 44.9 percent of households relying on these savings. This reliance is accentuated in urban areas with 51.1 percent relying on these savings, in the rural environment the reliance drops to 38.4 percent.

While 81% of adult Fijians have access to formal financial services, in 2020, 19% of the adult population remains excluded from the formal financial sector. However the harder to reach maritime and other remote areas reported the highest exclusion rates due to lack of financial service access points. Other market segments such as women, youths, PWDs also remained underserved vis a vis the general population. On a positive note, the uptake of Digital Financial services (DFS) by youth (41% in 2020) illustrates an opportunity to advance financial inclusion for this segment, but also as an opportunity to undertake a remittance pilot with a focus on youth. This compares favorably to general population active use of mobile money platforms (27%) and other digital platforms are at the same level.

The lack of physical financial service access points predominantly affects rural women that have less income and time to travel. Limited telecommunication and internet connectivity also poses difficulty in remote areas. Access to credit is limited, with only 10% of Fijians borrowing from formal sources, while 12% resort to informal borrowings. This also impacts the MSME growth for women led businesses. Overall, MSME loans as a percentage of total private sector loans is 18%, showing no real growth, and in fact declining, since a peak of 21%. MSMEs in 2020 account for around 18% of GDP, employ around 60 percent of the working population and account for close to 90% of registered businesses in Fiji. In 2020, only 7% of women borrowed formally and less than 10 women-led MSMEs were registered under the MSME Guarantee Scheme administered by the RBF. (this has since increased as more financial institutions avail themselves of the facility)

On the supply side, there are many registered and unregulated financial institutions in Fiji, but the formal financial infrastructure and thus potential finance partners, is quite limited. The project expects that financial access will be needed by smallholders, their organizations as well as partner SMEs in order to capitalise on the expanded opportunities in resilient production, their value chains and the ecotourism markets. There is sufficient liquidity in the system and no LOC was requested.

Since the target market for investments are villages, smallholders, their groups, and SMEs in the Cakaudrove area, any potential partner financial institutions must have a mandate to serve that area, usually indicating a required physical presence.

The Fiji Development Bank and Merchant Finance have been initially identified as potential partners, each have branches in the target area; each serve project related market segments (overlapping in the case of SMEs). Both may utilize any government supported facilities, such as the MSME Guarantee Scheme and both have indicated an interest in participating in pipeline development and participating in developing a financial product integrating performance based grants. While these two financial institutions are preliminarily identified, at the startup and in the first six months of the project, their interest will be re-ignited and an MOU will be signed detailing objectives, expectations, roles and responsibilities, including reporting, as well as an individual plan for technical assistance needs. Participation in the performance based grant tied loans will require additional criteria, guidance and agreement.

The project will also be free to source other financial institutions for partnerships, and indeed are expected to through the remittance pilot, as long as they a) work in the target area b) intend to serve the target market as identified in the project documents. and c) are aligned in providing financial products in accordance to demand associated with target client investments.

Component 3 is made up of three sub-components:

- 2.1 - MSMEs, including POs, have access to business development services
- 2.2 - MSMEs, POs and producers have access to finance

- 2.3 - Climate smart investments for agri-business including eco-tourism delivered

Sub-component 3.1 – Access to business development services

Sub-component 3.1 will actively engage rural enterprises (MSMEs, POs and individual producers), through targeted information and capacity building, so they can connect with opportunities for enhancing their business operations, including establishing formal partnerships and contracts to engage with high value markets, expanding farmer-based supply chains, optimizing post-harvest practices, reinforcing quality assurance, adding value to capture premium prices and developing the pipeline for commercial finance supported by Sub-components 3.2 and 3.3.

3.1.1 Activities

The sub-component has four main activities:

1. Business management
2. Post-harvest technology transfer
3. Value addition and processing
4. Market readiness

Business management. Building on the opportunities and constraints identified through the participatory value chain analysis, they will actively support the establishment of strong business management, financial analysis and producer-buyer linkages. These farmer-buyer linkages are designed to encourage buyers to responsibly source land and sea-based products and eco-tourism services from new areas while simultaneously motivating producers to explore and engage with new buyers.

A key focus will be on establishing clear, transparent, and reliable lines of communication between producers and buyers to ensure trust and long-term collaboration. These communication channels will address identified, critical aspects such as supply volumes, quality requirements, delivery schedules, payment procedures, and margins between actors. By creating a shared understanding of these elements, and through aligned incentives, the project will help producers better align their practices with buyer expectations while enabling buyers to clearly articulate their needs. This approach not only enhances market access for producers but also ensures a more transparent approach where buyers have a consistent and reliable supply of high-quality products and suppliers respond to clear market signals. Additionally, these linkages will include transparent mechanisms for regular feedback and adjustments to maintain alignment between market demand and production capacity.

Within this context, key support activities will include outreach—informing MSMEs about available services, eligibility, and other relevant information—as well as business planning, which serves as the foundational step for accessing the project’s broader support mechanisms. The project will also provide targeted business management support, including mentoring and technical assistance, to help MSMEs enhance their operational efficiency and overall business performance. Through this multifaceted approach, the project aims to strengthen value chains while fostering mutually beneficial relationships between producers and buyers.

Post-harvest technology transfer. This activity will deliver specialized training and technology transfers that enhance postharvest management and capacity. It will focus on the transfer of practical skills and knowledge, without involving any grants, to improve postharvest handling for a range of land and marine based products, including food, handicrafts and cosmetics. Informed by the findings of the participatory value chain analysis, support will focus on addressing postharvest losses, improving product quality, and boosting profitability for value chain actors. By equipping participants with practical skills and innovative technologies, the project seeks to reduce inefficiencies and increase

the market competitiveness of their products. Additionally, it is expected that this capacity-building approach will encourage value chain actors to invest in further improving their postharvest handling practices and procedures, including through matching grants offered under Sub-component 3.3.

Agro-processing and value addition. This activity will deliver targeted training and technology transfers to enhance agro-processing and value addition of land and sea-based products, focusing on the transfer of practical skills and knowledge, without involving any grants. This support will be demand-driven, responding to both market needs and recipients' business objectives. By introducing participants to innovative agro-processing techniques and value addition strategies such as solar dryers, mills for root crop flour production and packaging, the project aims to minimize food losses while increasing the value of products for producers. It is anticipated that these capacity-building efforts will motivate value chain actors to invest in further improving agro-processing and value addition processes, upgrading both the quality and economic viability of their products.

Market readiness. To strengthen producer competitiveness and market integration, this activity will cover the following:

- **Branding:** supporting producers in crafting distinctive and marketable brand identities that highlight the unique qualities and value of their products.
- **Certification and compliance:** providing technical support to enable producers to meet market-driven certifications, sustainability standards, and regulatory requirements.
- **Digital marketing:** empowering producers with digital tools and strategies to broaden their market reach, enhance visibility, and connect with potential buyers effectively.
- **Traceability:** establishing systems to ensure transparency and accountability across the value chain, allowing buyers and consumers to trace products to their origins confidently.
- **Participatory Guarantee Systems (PGS):** implementing locally-focused, stakeholder-driven assurance systems as part of certification efforts, offering an accessible and trust-based alternative to conventional certification schemes.

10.3.1.2 Implementation arrangements for Sub-component 3.1

PIFON has been identified to potentially lead the implementation of Component 3.1. As C3 LIP, it would assign a Project Manager who will be based in Savusavu and will be responsible for the coordination of the various service providers (farmer organisations and private sector partners) and activities to ensure efficient and effective delivery of support services. The Project Manager will be the link to the PMU, in particular the rural finance and agribusiness specialist and will be a member of the Provincial Steering Committee.

The implementation of Component 3.1 will follow a demand-driven, analytical approach in which to base decisions to ensure it effectively addresses the needs of downstream value chain actors and aligns with project objectives. The process begins with identifying service demands, which will be conducted by C3 LIP in close collaboration with member farmer organisations, the Ministry of Agriculture (MOAW), and the PMU. This identification process will leverage the value chain analysis and interventions established under Component 2.2 and Component 2.3.

The C3 LIP will assign a dedicated Project Manager, based in Savusavu, to coordinate activities under Component 3.1. The Project Manager will work closely with various service providers, including PIFON member farmer organisations and private sector partners, ensuring effective coordination and implementation. The Project Manager will serve as the primary liaison between the C3 LIP, the PMU, and the Provincial Steering Committee.

Services delivered under Component 3.1 will be directly linked to the needs of producers from the target districts engaged in the market and downstream value chain actors sourcing from the target districts/identified as part of the value chain analysis. These

actors will be referred through multiple channels, including member farmer organisations, the MOA, and the PMU. The C3 LIP will prioritize service delivery to ensure alignment with the project objectives and the evolving needs of stakeholders.

To facilitate implementation, C3 LIP will draw on the capacities of its core team of member farmer organisations/service providers to deliver required services. For instances where specialized expertise or different capacities are needed beyond what the C3 LIP's capacity, it will maintain and manage a roster of qualified service providers based in Vanua Levu and Viti Levu. This roster will serve as a reference for sourcing and contracting specialized service providers to fill identified gaps and ensure high-quality service delivery.

Following service identification and provider selection, the delivery of support under Component 3.1 will include a mix of tailored approaches, such as workshops, practical on-the-job training, and direct consulting support. Service delivery will be continually monitored by the Project Manager, with feedback gathered to ensure alignment with project objectives and evolving demand.

The implementation of this component will be guided by a consultative and coordinated approach. Regular updates and reports will be provided to the PMU and the Provincial Steering Committee to ensure activities under Component 3.1 remain on track, consistent with the broader project goals, and in compliance with funding guidelines.

Sub-component 3.2 – Access to finance

3.2.1 Objectives and scope

The primary objective of Sub-Component 3.2 is to enhance access to financial services for micro, small, and medium enterprises (MSMEs), producer organizations (POs), and other value chain actors (including individual producers) that are either in the target districts, source from producers established in the target districts or are otherwise linked to the target districts, for example diaspora family members. By addressing both demand- and supply-side constraints, this sub-component aims to empower rural communities, women, youth and their organizations, with the financial resources needed to scale their operations, invest in climate-smart and value-added solutions, and foster economic resilience.

This sub-component also emphasizes catalyzing financial institutions to offer innovative, customized products and services, including cash flow-based lending and remittance-linked investments. The focus is on leveraging partnerships with financial institutions, introducing green and eco finance solutions, and improving financial literacy among the direct beneficiaries of Component 3, to enable sustainable and inclusive economic growth.

3.2.2 Approach

The approach for Sub-Component 3.2 integrates comprehensive market studies, capacity building, financial product innovation, and pilot programs to create a robust financial ecosystem for rural beneficiaries.

- Participatory financial analysis: engage beneficiaries and financial institutions to identify barriers, opportunities, and tailored solutions for rural financing.
- Capacity building and financial literacy: strengthen financial knowledge and skills among target groups, with a focus on digital inclusion and green finance.
- Innovative financial products: collaborate with financial institutions to design and deliver products tailored to MSMEs and POs, aligned with cash flow and market needs.
- Remittance-linked investments: leverage remittance flows to promote productive investments and savings, creating a new channel for capital investment.
- Integration with Business Development Services (BDS): align financial access initiatives with the activities under Sub-Component 3.1 to ensure a holistic support system for beneficiaries.

3.2.3 Activities

Comprehensive demand assessment of financial services. The objective of the demand assessment will be to assess financial needs, gaps, and barriers for rural value chain actors and design informed interventions. Activities will include the following:

- Conduct surveys and focus group discussions with MSMEs, POs, and financial institutions.
- Analyze demand for credit, savings, remittances, and grants.
- Map existing financial products and assess regulatory and institutional gaps.
- Prepare actionable recommendations to tailor financial services for rural beneficiaries.

Financial literacy and digital inclusion. The objective of this set of activities will be to enhance the financial capabilities of MSMEs, POs and other direct beneficiaries in Component 3 and promote digital financial solutions. Activities will include the following:

- Partner with Reserve Bank of Fiji and PFIs to customize financial literacy modules, to include cash flow management, business planning and loan repayment strategies.
- Promote the use of digital financial tools, such as mobile banking and digital wallets, to reduce costs and improve access.
- Organize community-level training workshops, focusing on entrepreneurial women and youth groups as needed.

Catalysing financial products and services. The objective of this set of activities will be to encourage financial institutions to offer products tailored to the cash flow and investment needs of value chain actors. Activities will include the following:

- Work with financial institutions to design cash flow-based lending products.
- Establish referral and tracking systems (pipeline) to support loan applicants throughout the process.
- Facilitate opportunities for beneficiaries to participate in business development events, such as field days and market expos.
- Support financial institutions in adapting their credit processes to align with environmental and social safeguards.

Pilot on remittance-based financial products. The objective of this set of activities will be to leverage remittance flows for productive investments in rural communities. Activities will include the following:

- Design remittance-linked financial products that promote savings and investment.
- Partner with financial institutions to pilot and promote these products.
- Conduct outreach campaigns to educate remittance senders and recipients on investment opportunities.
- Monitor and evaluate the pilot's impact on financial inclusion and economic activity.

Technical assistance (TA) for financial institutions. The objective of the TA will be to build the capacity of financial institutions for product innovation and efficient delivery. Activities will include the following:

- Provide training on cash flow-based lending and risk management.
- Develop institutional policies for green finance and environmental safeguards.
- Share best practices for rural finance and agricultural lending.

- Work with PFIs to develop and adapt products to match the needs of the clients and utilize financial instruments available, inclusive of value chain finance, blocked deposit and Reserve Bank support guarantee.
- Embed loan outreach facilitator in local Fiji Development bank branch to support project, facilitate application process, and follow up and monitor project supported loans (in conjunction with TA assessment). (Pipeline Development)

The programming of TA will follow a demand-driven approach to ensure it effectively addresses the needs of financial institutions and aligns with project objectives. The process begins with a needs assessment conducted by the PMU in collaboration with PFIs and the Reserve Bank of Fiji. This assessment identifies gaps in institutional capacity, product portfolios, and operational processes. It should also pull from the demand survey as noted above. Inputs for the assessment will be gathered through stakeholder consultations and other consultative processes as needed.

Following the assessment, the PMU's Rural Finance and Agribusiness Specialist will consolidate the findings and prioritize TA needs. This prioritization will consider alignment with project objectives, client demand, and the readiness of financial institutions to adopt new tools or practices.

Based on these priorities, the PMU will design a Technical Assistance Plan in collaboration with PFIs, outlining specific training modules, tools, and resources required. The plan will then be reviewed and approved by the Technical Committee to ensure consistency with project goals and funding guidelines.

Finally, TA will be delivered using a mix of workshops, on-the-job training, and tailored consulting support. Service providers and technical experts contracted by the PMU will facilitate the delivery of this support, ensuring that it meets the identified needs and contributes to the effective implementation of project activities.

Key Performance Indicators

Outputs	Indicators
Comprehensive market study completed.	Number of financial institutions adopting study recommendations, adapting products.
Financial literacy training delivered to X MSMEs and POs and Individuals.	Percentage of beneficiaries reporting improved financial knowledge.
Customized financial products launched by PFIs.	Number of financial products tailored to MSMEs and POs.
Remittance-based financial products piloted.	Number of new financial services linked to remittances (savings, loans, insurance)

3.2.4 Implementation arrangements for Sub-component 3.2

Sub- component 3.2 will be implemented primarily through the PMU and Partner Financial Institutions, with support from service providers:

- *The PMU* in close coordination with the C3 LIP will lead the implementation of activities, working closely with financial institutions and service providers to support the activities in this sub- component. Through the Rural Finance and Agribusiness Specialist, it will coordinate activities and ensure alignment with project objectives.
- *Partner Financial Institutions:* PFIs such as Merchant Finance and Fiji Development Bank will design and deliver tailored products and report on loan portfolios and will be supported by dedicated employees in some cases or by consultants.
- TA to be considered will be determined in conjunction with financial partners, with the objective of meeting the KPIs and development objectives. *FFR will provide advice on the remittance pilots and support the remittance forum network.*

Table 16 summarizes key features of financial products and instruments that will be promoted, as well as responsibilities.

Table 16: Financial products and instruments

Instrument	Administered by	Target group	Key Features
Cash Flow-Based Loans	PFI	MSMEs and POs	Flexible repayment terms aligned with business cash flows.
Remittance-Linked Products	PFI	Rural households	Products promoting savings and investments from remittance flows.
Green Finance Products	PFI	MSMEs and POs	Loans for climate-smart and environmentally sustainable investments.
Financial Literacy Services	Service Providers	Women and youth groups, MSMEs	Community-level and business level training on finance and digital tools.

3.2.5 Monitoring and Evaluation

- Continuous Monitoring: Partner financial institutions will provide quarterly reports on loan performance and financial service uptake.
- Outcome Tracking: Regular surveys integrated into the mid-term and end survey will assess beneficiary satisfaction and the impact of financial literacy and access programs.
- Adaptive Management: Insights from the market study and pilot programs will inform adjustments to activities and product designs.

Sub-Component 3.3: Climate smart investments for agri-business including eco-tourism

3.3.1 Overview

Sub-component 3.3 aims at catalysing investments by qualifying MSMEs, cooperatives, Producers' Organisations (POs) and groups, by leveraging their own equity. The project will provide grants that cover up to 50% of the total eligible investment cost, while the grantee will be required to contribute the remaining 50% through equity, loans, or other private financing mechanisms.

As summarized in Table 17, the sub-component will provide two types of grants: (i) **matching grants**, which require the grantee to contribute an equivalent amount from their own equity; and (ii) **performance-based grants**, where the grantee's equity is provided through a bank loan, with the grant acting as a partial guarantee to support loan repayment.

Table 17: Key features of matching and performance-based grants

Grant Type	Eligibility	Administered By	Purpose	Release Conditions
Matching Grants	MSMEs, POs, women/youth groups	Technical Committee	Catalyze investments in value addition,	Based on business plan approval and periodic monitoring.

			climate-smart technologies.	
Performance-Based Grants	MSMEs, POs, cooperatives	PFI (with Technical Committee oversight)	Act as partial guarantees to secure loans.	Based on business plan Released upon meeting loan repayment milestones or performance targets.

3.3.2 Matching grants mechanism

Matching grants are financial instruments designed to catalyse investments by leveraging the grantee's own equity. Under this mechanism, the project provides a grant that covers up to 50% of the total eligible investment cost, while the grantee is required to contribute the remaining 50% through equity, loans, or other private financing mechanisms. The focus of Matching Grants is to encourage ownership, sustainability, and co-investment in projects that align with climate-smart and market-driven objectives.

Eligibility Criteria and Preferences for Women and Youth

- Eligibility:
 - MSMEs, POs, and cooperatives actively engaged in production or agribusiness activities within the project target districts.
 - Applicants must demonstrate the viability of their proposed investments through detailed business plans.
 - Entities must align their proposed investments with the project's climate-smart and sustainability objectives.
- Preferences:
 - Women- and youth-led enterprises will receive preferential treatment in the allocation of matching grants, with tailored support from component 3.1 to enhance their participation and success rates.

Types of eligible investments

Matching Grants will support different types of investments to achieve project objectives. Below is the harmonized list of eligible investments:

- **Post-Harvest and Processing/Fixed Asset Investments:**
 - Cold storage, solar dryers, and packaging equipment.
 - Quality control tools for processing and storage.
- **Renewable Energy Systems:**
 - Solar-powered systems for agriculture, aquaculture, and post-harvest activities.
 - Energy-efficient solutions for reducing operational costs and environmental impact.
- **Climate-Smart Innovations:**
 - Tools and technologies for precision agriculture, resource efficiency, and sustainable aquaculture.
 - Equipment to promote environmentally friendly production practices.
- **Value Chain Improvements:**
 - Investments in transportation, logistics, and infrastructure to strengthen market linkages.
 - Branding, certifications, and traceability systems to enhance product competitiveness.
- **Eco-Tourism Infrastructure and Eco-Restoration:**

- Visitor centers, interpretive signage, and eco-friendly projects that promote biodiversity conservation.
- Mangrove rehabilitation, reforestation, and soil restoration activities to restore ecosystems.

Application Process

- *Submission:* Applicants must prepare and submit a detailed proposal that includes a business plan, financial projections, evidence of co-financing through equity or loans, and documentation on market linkages and sustainability.
- *Screening:* The Technical Committee will review each application for eligibility and completeness, ensuring alignment with the program's guidelines.
- *Evaluation:* Applications will be scored based on key criteria, including alignment with project objectives (20%), market linkage potential (20%), financial and operational viability (20%), inclusivity and climate-smart innovation (20%), and contribution to eco-restoration (20%).
- *Approval:* Applications that meet the required criteria will proceed to the Grant Agreement stage for implementation.

Administration by Technical Committee and Service Provider

- A Technical Committee comprising PMU representatives, private sector members, and bank partners will oversee the matching grants mechanism.
- A Service Provider will manage matching grant applications, ensure compliance with eligibility criteria, and support beneficiaries in preparing and submitting their proposals.

Monitoring

Grant recipients are required to submit quarterly progress reports that provide detailed information on the use of funds, progress toward achieving project milestones, challenges encountered, and any corrective actions taken. To ensure compliance and proper utilization of funds, field verification visits will be conducted by the Technical Committee or designated monitoring teams. At the conclusion of the project, recipients must submit a final report summarizing the overall outcomes, impacts, and financial performance of the initiative, providing a comprehensive assessment of the grant's contribution to project objectives.

11.3.3.3 Performance-Based Grants

Performance-Based Grants are structured financial support mechanisms whereby grant disbursements are tied to the achievement of specific milestones or outcomes. PBGs may leverage a mix of financing, such as loans, or institutional guarantees, to incentivize and de-risk investments. A key feature of PBGs is the use of blocked deposit instruments, which act as a partial guarantee for loans and are disbursed upon successful loan repayment or achievement of pre-agreed performance metrics.

Mechanism for PBGs

- PBGs will function as a **blocked deposit**, acting as a partial guarantee to secure loans from financial institutions for eligible investments.
- Beneficiaries will access the performance-based grant funds upon fulfilling performance milestones, such as loan repayment or achieving specific investment outcomes.

Process for leveraging loans and catalysing investment

- *Application Process:* Applicants submit a business plan and loan application to a Partner Financial Institution (PFI).

- *Pre-Approval Review:* The Technical Committee and the PFI evaluate applications for eligibility and alignment with project goals.
- *Performance based grant allocation:* Approved funds are deposited into a designated PFI-managed account and remain inaccessible until conditions are met.
- *Performance Milestones:* Borrowers must meet specific benchmarks, such as timely loan repayment or successful project completion.
- *Grant Disbursement:* Funds are released upon meeting milestones, with forfeiture applied in cases of default to mitigate PFI losses.

Types of supported investments

- Equipment and machinery for processing, packaging, and storage.
- Tools to enhance product quality and reduce post-harvest losses.
- Investments in transportation and logistics for improved market access.
- Development of marketing strategies, branding, and traceability systems.
- Renewable energy systems, such as solar-powered cold storage.
- Sustainable farming technologies, including precision agriculture tools.
- Initiatives to conserve biodiversity and restore ecosystems.
- Eco, marine and agritourism investments inclusive of market support, small related infrastructure and transportation investments.

Management and oversight of performance-based grants

Role of the Technical Committee

- Review and approve grant applications based on eligibility and scoring criteria.
- Monitor grant utilization and ensure alignment with project objectives. Monitoring will be conducted by the Technical Committee, supported by the Rural Finance and Agribusiness Specialist, who will provide detailed reports on grant utilization and progress. Regular committee meetings will be held to review these reports, assess alignment with project objectives, and identify any necessary corrective actions.
- Provide strategic guidance to ensure effective implementation of the matching grants mechanism.

Qualification and Scoring Criteria

- Applications will be evaluated based on:
 - Alignment with project goals, including climate-smart and sustainability objectives.
 - Financial and operational viability of the proposed investment.
 - Potential for economic impact, particularly for women and youth.
 - Contribution to value chain development and market access.

Integration with PFIs' Credit Processes

- Matching grants will complement PFI credit offerings by reducing the collateral requirements and mitigating investment risks.
- PFIs will have full control over credit decisions, ensuring that loans align with their lending policies and financial products.
- A coordinated referral system will ensure seamless integration between grant applications and credit processes.

12.3.3.4 Key Performance Indicators

- **Outputs:**

- Matching grants disbursed to at least 300 eligible beneficiaries.
- Performance-based grants leveraged to secure \$5 million in private financing.
- At least 50% of grants allocated to women- and youth-led enterprises.
- **Indicators:**
 - Percentage increase in climate-smart investments among project beneficiaries.
 - Reduction in financial barriers for MSMEs and POs to access loans.
 - Number of new climate-smart technologies adopted by grant recipients.
 - Beneficiary satisfaction with the grant and credit integration process.

3.3.5 Graduation pathway for beneficiaries

Criteria for graduation. The graduation pathway for beneficiaries ensures a structured transition from project-supported activities to self-reliant and market-integrated operations. The criteria for graduation include the following key dimensions:

1. **Operational Viability:** Beneficiaries demonstrate the ability to manage their enterprises or organizations sustainably, with clear governance structures and financial systems in place.
2. **Market Integration:** Beneficiaries have established reliable market linkages and contractual agreements with buyers, ensuring consistent sales and income generation.
3. **Access to Finance:** Beneficiaries have secured loans, grants, or equity investments to support ongoing operations and expansion, with a track record of timely repayments.
4. **Adoption of Climate-Smart Practices:** Beneficiaries have integrated climate-smart technologies and practices into their operations, contributing to environmental sustainability.
5. **Capacity Building:** Completion of training and capacity-building programs under Components 2 and 3, with demonstrated application of skills in business and financial management.

Transition from Component 2 to Component 3. The transition from Component 2 (*Sustainable and Market-Oriented Production*) to Component 3 (*Inclusive Access to Markets and Finance*) represents a shift from capacity building and technical support to financial and market integration.

- Under Component 2: Beneficiaries focus on building foundational capacities, such as adopting climate-smart production practices, improving productivity, and engaging in value chain interventions. This includes establishing producer groups.
- Under Component 3: Beneficiaries leverage the capacities developed in Component 2 to scale operations through access to business development services, market linkages, and tailored financial products.

This phased transition ensures that beneficiaries are equipped to operate independently in competitive markets, with continued support for advanced business and financial needs.

Roadmap for MSME Development and Expansion. The roadmap for MSME development and expansion provides a clear trajectory for beneficiaries to progress from initial project support to self-sustaining operations:

1. **Foundation Stage:** Beneficiaries receive foundational training in sustainable production, financial literacy, and climate-smart practices (Component 2 activities). They also engage in participatory value chain analyses to identify market opportunities.

2. **Growth Stage:** Beneficiaries transition to Component 3, accessing business development services, establishing producer-buyer linkages, and adopting post-harvest technologies to improve product quality and marketability. Some beneficiaries will already be at growth stage (such as MSMEs, selected POs)
3. **Expansion Stage:** MSMEs secure matching grants and performance-based financing to scale operations, invest in value addition, and integrate into high-value markets.
4. **Graduation Stage:** Beneficiaries demonstrate operational independence, with sustainable access to markets and finance, and transition out of project support.

Table 18: Graduation Model

Stage	Activities	Support Provided	Graduation Milestones
Foundation	Training in sustainable production and climate-smart practices.	Technical assistance, demonstration plots, and community facilitation under Component 2.	Adoption of sustainable practices; establishment of producer groups or MSMEs.
Growth	Engagement in value chain interventions, adoption of post-harvest technologies, and business training.	Business development services, producer-buyer linkage facilitation, and mentoring under Component 3.	Formal market linkages; completion of business and financial literacy training.
Expansion	Scaling operations through financial investments in value addition and climate-smart technologies.	Matching grants, performance-based financing, and technical assistance for investment readiness.	Access to finance; implementation of value-added processing and marketing strategies.
Graduation	Achieving financial and operational independence.	Ongoing access to financial products and market networks (outside of project support).	Self-reliance; sustainable income generation; continued market participation.

Key Outputs and Indicators for Graduation Pathway

- **Outputs:**
 - At least 70% of beneficiaries successfully transition from Component 2 to Component 3.
 - A minimum of 50% of MSMEs reach the expansion stage with access to matching grants or performance-based financing.
 - 40% of women- and youth-led enterprises achieve graduation milestones.
- **Indicators:**
 - Percentage of beneficiaries achieving operational and financial independence.
 - Number of MSMEs and POs accessing high-value markets post-graduation.
 - Reduction in reliance on project subsidies among graduated beneficiaries.

3.3.6 Implementation arrangements for Sub-component 3.3

The implementation of Sub-component 3.3 will be contracted to a service provider to manage the Matching Grant process, develop a Matching Grant Manual, and oversee pipeline development and M&E.

Technical assistance for piloting remittance-based financial products will be directly contracted by the PMU to ensure alignment with broader financial inclusion goals.

13.3.3.7 Exit Strategy

Key Area	Strategy	Expected Outcome
Beneficiary Empowerment	- Transition beneficiaries to financial independence by ensuring they have market linkages and access to credit.	- Beneficiaries sustain operations and expand businesses without project support.
	- Provide final capacity-building sessions on advanced business and financial management.	- Improved financial literacy and self-reliant financial practices among beneficiaries.
Institutional Partnerships	- By fostering trust and demonstrating financial discipline, MSMEs and POs will establish a track record, paving the way for continued access to customized financial products and long-term collaboration with PFIs.	- Financial institutions continue serving rural clients with appropriate products post-project.
	- Strengthen relationships between producers and buyers to ensure stable, long-term market access.	- Stable producer-buyer linkages that persist beyond the project period.
System Integration	- Institutionalize monitoring and reporting systems for financial institutions to track rural financing portfolios.	- Continued alignment between financial institutions and rural financing needs.
Capacity Building for Financial Institutions	- Train financial institutions in cash-flow-based lending and climate-smart finance to ensure they meet future demands.	- Financial institutions adopt sustainable practices and continue to expand rural financing.
	- Develop standard operating procedures and toolkits for financial product adaptation.	- Institutionalized knowledge for product innovation and scalability.
Sustainability of Grants	- Transition grant management to financial institutions or cooperatives for continued administration of matching grants.	- Ongoing availability of grants through local institutions.
	- Ensure performance-based grants are integrated into financial institutions' credit risk management frameworks.	- Sustainable utilization of performance-based grant mechanisms for risk mitigation.
Monitoring and Learning	- Establish a knowledge hub to share lessons and best practices with stakeholders and other projects.	- Improved design and implementation of future financial inclusion and market access projects.
Policy Integration	- Advocate for policy changes to support rural financing, including	- Enabling policy environment for continued rural financial and market development.

Key Area	Strategy	Expected Outcome
	tax incentives for financial institutions serving rural areas.	

Implementation arrangements for Component 3

Pacific Islands Farmers' Organisations Network (PIFON). PIFON has been identified to serve as the potential Lead Implementing Partner for Component 3.1 and will hire a Project Manager who will be responsible for overall coordination and management of PIFON services in Suvasuva. Services will be provided by PIFON's core team of member farmer organisations/service providers. PIFON will engage a pool of specialized service providers to extend technical support beyond its core team's capacity. It will hire will join coordination structures and be the link to the PMU.

PMU. The Project Management Unit (PMU) will play a critical oversight and coordination role, ensuring that all activities align with project goals. A Rural Finance and Agribusiness Specialist within the PMU will oversee the implementation of all Sub-components under Component 3, provide technical guidance, manage partnerships with PFIs, and monitor progress of PFIs. Their responsibilities will include:

- Ensuring alignment with project objectives and donor requirements.
- Coordinating activities across PIFON, PFIs, and service providers.
- Monitoring progress against key performance indicators (KPIs)¹⁶ and identifying areas for adaptive management.

Partner Financial Institutions (PFIs). PFIs, such as Merchant Finance and Fiji Development Bank, will facilitate the delivery of financial products, adapt credit processes to meet beneficiary needs, and report on loan portfolio performance.

Table 19: Roles and responsibilities for Component 3 implementation

Entity	Roles and Responsibilities	Linkages with Other Entities
PMU/ Rural Finance and Agribusiness Specialist	-Overall coordination and oversight of Component 3 activities.	- Coordinates with all entities (PIFON, PFIs, service providers, and Technical Committee) for activity delivery and reporting.
	- Appointment of the Rural Finance and Agribusiness Specialist to oversee implementation.	- Liaises with PFIs for financial product adaptation and reporting.
	- Contracting PIFON, PFIs, and service providers.	- Engages with service providers for specialized technical assistance.
	- Monitoring and Evaluation (M&E) for all sub-components.	- Provides strategic guidance to the Technical Committee for Matching Grants.

¹⁶ Any additional indicators or metrics introduced for monitoring will be complementary to the logframe and explicitly aligned with its overarching objectives. These additional indicators will be referred to as "complementary indicators". For an example: to complement the logframe indicator "Rural producers' organizations/MSMEs reporting an increase in sales (2.2.5)", additional indicators can focus on the financial sustainability and resilience of POs and MSMEs. These could include tracking net profit margins, profit-and-loss improvements over baseline levels, and cash flow stability as measures of business viability. Moreover, indicators such as the percentage of revenue reinvested into business operations and the ability of POs/MSMEs to self-finance future investments can provide valuable insights into their long-term sustainability and independence.

Entity	Roles and Responsibilities	Linkages with Other Entities
	- Ensuring alignment with project objectives and donor requirements.	
PIFON (Potential Lead Implementing Partner)	- Implementation of Sub-component 3.1	- Works closely with PMU for planning and reporting.
	- Delivery of business development services (BDS) under Sub-component 3.1.	
	- Coordination with technical and market service providers.	- Engages service providers for specialized activities under Sub-component 3.1.
	- Capacity building of producer organizations and MSMEs.	
	- Development and submission of progress reports.	
PFIIs (Partner Financial Institutions)	- Adaptation and delivery of financial products tailored to MSMEs and producer organizations.	- Partners with PMU for alignment on financial product goals.
	- Engagement with beneficiaries for credit awareness and financial literacy ¹⁷ .	- Collaborates with PIFON for pipeline development.
	- Monitoring and reporting on the loan portfolio.	- Coordinates with service providers for product customization and outreach.
	- Development of remittance-based financial products.	
	- Integration of environmental and social management policies.	
Technical Committee (Matching Grants)	- Administration and oversight of Matching Grant processes.	- Works under PMU oversight for strategic guidance.
	- Review and approval of Matching Grant applications.	- Coordinates with PFIIs for performance-based grants linked to credit products.
	- Monitoring the performance of Matching Grant recipients.	- Collaborates with service providers for technical reviews.
	- Ensuring compliance with MG guidelines.	
Service Providers	- Delivery of specialized training and technical assistance (e.g., post-harvest technology, agri-business management, processing, value addition).	- Engaged by PIFON or PMU for targeted activities.

¹⁷ Basic financial literacy training will be provided under **Component 2** by PCDF as part of the Family Farm Team trainings, focusing on improving the financial knowledge of households and smallholder farmers. In contrast, the financial literacy training under **Component 3** is specifically designed to strengthen the financial skills and capabilities of MSMEs, producer organizations (POs), and entrepreneurs. This advanced training will address topics like cash flow management, accessing credit, and business planning, as outlined in the guidelines, to support these groups in achieving financial independence and growth.

Entity	Roles and Responsibilities	Linkages with Other Entities
	- Facilitation of financial literacy programs and digital inclusion initiatives.	- Collaborates with PFIs to design and implement financial products.
	- Support for the development of remittance products.	- Provides input to the Technical Committee for Matching Grant processes.
	- Technical assistance for green finance and cash flow-based lending models.	
	- Provides administrative and technical support to ensure adherence to matching grant guidelines and processes.	- Collaborates with PMU, Technical Committee, and applicants (MSMEs, POs) to streamline processes
	- Undertakes comprehensive market studies to identify financial needs, practices, and barriers.	- Works with PMU, PFIs, and sector-specific stakeholders to ensure demand assessment findings inform activities.
Beneficiaries (MSMEs, POs, Cooperatives, Women and Youth Groups)	- Active participation in training, BDS, and financial literacy programs.	- Engages with PIFON and service providers for capacity building.
	- Compliance with Matching Grant and financial product requirements.	- Collaborates with PFIs for credit and financial product access.
	- Implementation of climate-smart and value-added investments.	- Receives support through Technical Committee and service providers for Matching Grants.
	- Regular reporting and feedback to service providers and PFIs.	

Reporting and Coordination Mechanisms

- **Bi-monthly Coordination Meetings:** Regular meetings between PMU, C3 LIP, PFIs, and service providers to ensure progress tracking and issue resolution.
- **Quarterly Progress Reports:** Submitted by PFIs and service providers, including remittance service provider, detailing activities completed, challenges encountered, and results achieved. Format for PFIs will be included in the PIM.
- **Annual Reviews:** Conducted by the PMU and stakeholders to evaluate progress and adapt implementation strategies as needed.

Component 3 under GEF investment

The GEF resources under Component 3 will facilitate upscaling of the interventions implemented in the target districts of the IFAD loan to other select districts in the three provinces of Vanua Levu. This may include delivering capacity building to local beneficiaries, facilitating participation in value chains, engaging women, youth and socially marginalized groups in entrepreneurship programs, extending grant assistance to small producers, e.g., linking up with the grant mechanism operationalized under the IFAD loan project.

Component 4: Enabling policy and institutional environment

Overview

Component 4 aims to create a favourable policy and institutional environment to promote and upscale BE-GREEN's proposed model that aligns economic growth with ecosystem preservation and the inclusion of youth and women in sustainable economic initiatives. This will be achieved through a three-pronged approach. First, Component 4 will support the development of policy instruments that operationalize the national policy framework and address policy gaps encountered in the course of project implementation. Second, it will strengthen the capacities of two stakeholders that would have a key role in promoting sustainable, inclusive rural economic growth, namely MoAW and youth organizations, including the Cakaudrove Province Youth Council. Third, it will support the promotion of innovation by setting up a robust knowledge management system that captures and documents innovative practices and by introducing innovative practices and advanced technologies through a series of pilot South-South Technical Cooperation projects.

Objectives. The overarching objective of Component 4 is to build a policy and institutional environment that promotes the BE-GREEN's proposed inclusive model associating economic growth with ecosystem preservation. Specific objectives include:

- Addressing policy needs identified by the Ministry of Agriculture and Waterways (MoAW) as well as through BE-GREEN implementation.
- Ensure that MoAW and youth organizations have the capacities required to implement key policies and to extend support for the implementation of sustainable economic initiatives that build on BE-GREEN models.
- Support the RBF to implement the NFIS to foster the digitalisation of remittances and related inclusive financial services with a focus on rural population. by organising the set-up of a multi-stakeholder platform and facilitating regular meetings addressing regulatory issues and market and development opportunities
- Promote and document innovative and successful practices and technologies for combining economic initiatives with ecosystem enhancement, and support dissemination to value chain stakeholders.

The text below describes activities that will be financed by IFAD. Details of activities to be financed by GEF in collaboration with MoECC will be defined at GEF design in 2026.

Targets. The direct beneficiaries of Component 4 include:

- MoAW, which will benefit from policy development support and institutional strengthening.
- The Reserve Bank of Fiji, financial service providers (banks, mobile network operators, fintech), donors, financial literacy service providers involved in the remittances, digital payment and inclusive finance sectors.
- The Cakaudrove Provincial Youth Council that will acquire the capacities required to promote youth participation in BE-GREEN and other development initiatives, as well as in policy dialogue, along with other youth organisations.
- Young entrepreneurs who will be invited to compete for Youth Awards and be selected to become Youth Ambassadors promoting rural entrepreneurship.
- Participants in the implementation of a pilot South-South Technical Cooperation (SSTC) Initiative that will introduce innovative practices and advancements .
- Users of BE-GREEN knowledge products and initiatives.

Component 4 is made up of three sub-components:

- 4.1 - Innovative policies developed
- 4.2 - Institutions strengthened
- 4.3 - Innovative models for environmentally sustainable and climate resilient economic initiatives.

Sub-component 4.1 – Innovative policies

Sub-component 4.1 will assist in developing an operational, enabling policy environment to jointly promote climate resilient and environment-friendly market-oriented agriculture. It will be implemented in close collaboration with MoAW Economic Planning & Statistics Unit (EP&S). Every year, an Annual Plan for Policy Development will be prepared jointly by the EP&S Unit, with support from the PMU. This plan will align with MoAW priorities and the forthcoming 10-Year Fiji Agriculture Sector Policy 2025-2035, which will serve as the overarching policy framework for the sector. The plan will also build on the identification of policy gaps through the Value Chain Analyses (Sub-component 2.3), the Provincial Steering Committee, and insights gathered from policy workshops to be organized with the EP&S Unit, and from feedback meetings organized with project participants under Components 2 and 3.

Priorities. Policy development will give priority to the crafting of policy instruments to operationalize the 10-Year Fiji Agriculture Sector Policy 2025-2035¹⁸. MoAW also plans to review 23 pieces of legislation that govern MoAW's operations which will require updating related regulations and policies. Based on these plans and on a rapid review of policy needs conducted with MoAW EP&S Unit, the following policy areas have been pre-identified:

- **A policy framework for social inclusion to guide engagement with farmers:** MoAW implements programmes nationwide, including in remote communities on the main islands and the dispersed outer islands of the maritime provinces of Lau and Lomaiviti. Ensuring equal opportunities for all categories of farmers, including women, persons living with disability, youth and other vulnerable groups, irrespective of geographical location, social or economic background, is a challenge when delivering these programmes. Developing a Social Inclusion Policy to guide the design and implementation of MoAW's programmes will help address these challenges and ensure fairness and equity. This may also include operationalizing the national Policy for Gender in Agriculture (2022 – 2027) and national Policy for Youth in Agriculture (2022-2027).
- **An updated Rural Land Use policy framework:** this would support increased access to land for market-oriented agriculture, in particular for young people. It would include a review of the existing Rural Land Use Policy, and the development of a set of policy instruments, guidelines and tools for priority areas, including for improving access to land for young people and for developing agriculture land lease;
- **Livestock industry related policy and plan:** this would include reviewing the existing Fiji Livestock Sector Strategy 2016, Livestock Industry Plan and the Fiji Meat Industry Act 1970 to ensure the legal framework and accompanying policies are fit-for-purpose to the current industry needs, support the growth of a robust and sustainable livestock sector, and strengthen linkages with other sectors.
- **Agri-tourism policy and strategy:** this would include formulating a new policy and strategy to define a sustainable and successful agriculture-tourism orientation

¹⁸ Prepared with support from FAO and currently being vetted by the Solicitor Generals' Office. Expected to be endorsed by Cabinet in Quarter 1, 2025.

that would create economic opportunities, build resilience and promote food security in rural communities, and enhance sustainable development in both tourism and agriculture sectors.

Provincial Steering Committee. The Provincial Steering Committee will gather project stakeholders in Cakaudrove Province, including participating government departments, representatives from producers', women and youth organizations, key private sector stakeholders and partnering financial institutions. It will provide a venue for project stakeholders to review achievement, identify inclusive innovative approaches/models, seek measures for addressing challenges, and identify policy gaps.

Policy dialogue. An annual Multi-Stakeholder Policy Workshop will be organized in Cakaudrove Province. The workshop will serve as a platform to review policy gaps, and prioritize needs. Insights from this collaborative forum will guide the identification of policy development priorities to support sustainable and inclusive agricultural development. The project will support the participation of organizations, as well as women and youth groups in policy consultations.

Project inputs. The project will finance:

- **Short-term technical assistance** for conducting policy studies;
- **Annual multi-stakeholder policy workshops;**
- **Policy workshops** with industry stakeholders, either to support the preparation of policy studies or to present and discuss the results of such studies.

Implementation arrangements. Annual Plans for Policy Development will be validated by the Project Steering Committee. The PMU Technical Manager for IFAD investment-related activities will take the lead for the implementation of Sub-component 4.1, and, in particular, will be responsible for: liaising with MoAW EP&S Unit; supporting the development of and agreeing on the Annual Plan to be presented to the Project Steering Committee; monitoring the implementation of the Annual Plan by the MoAW EP&S Unit and providing assistance as required.

Sub-component 4.2 – Institutions strengthened

MoAW. BE-GREEN will strengthen MoAW institutional capacities, so that MoAW staff can:

- implement the project in an accountable and transparent manner and deliver project outcomes and outputs according to plans;
- track achievements and capitalise on good results to improve sector performance;
- promote rural economic opportunities in association with ecosystem restoration and biodiversity preservation.

Capacity assessments will be conducted in the first year, with support from a specialized consultant, to identify capacity building needs in Cakaudrove Province specifically, and in selected MoAW departments expected to be involved in project implementation, such as MoAW EP&S Unit. The capacity assessment in Cakaudrove Province will also involve agriculture farmers and stakeholders, to better identify service gaps.

Based on the assessments, an annually phased, rolling Capacity Development Plan will be developed to address key gaps identified in collaboration with MoAW and aligned with the MoAW's Strategic Development Plan 2024-2028. The Annual Capacity Development Plan will include Key Performance Indicators for each activity, enabling periodic assessment and integration of new priorities, ensuring capacity development is adapted to evolving needs and remains dynamic and responsive.

Project inputs. In partnership with MoAW, the project will cofinance activities in the Capacity Development Plan, which could include:

Training and refresher courses;

Awareness and information;

Workshops for reviewing achievements against KPIs, enhancing operational efficiency, gathering feedback from stakeholders and updating the Capacity Development Plan;

In-country study tours.

Youth institutions. Additionally, BE-GREEN will support the Cakaudrove Provincial Youth Council (CPYC), in acquiring the capacities required to promote youth participation in BE-GREEN, other development initiatives for rural youth in the province and in policy dialogue, in line with its mandate. This will involve a similar planning process as for MoAW.

Furthermore, BE-GREEN will provide capacity building and financial support to CPYC for:

youth engagement activities in rural areas: this will include the establishment of an annual *Youth Award*, an annual competition between young female and male farmers/rural entrepreneurs, including young migrant returnees, who successfully developed activities combining environment restoration and income generation. Both individuals and groups would be invited to compete. There will be two categories: one exclusively for BE-GREEN beneficiaries and another open to competitors from across the province. The winners will receive a monetary prize (USD 500 per winner) and will also be engaged in media communication campaigns and peer-to-peer exchange tours, as 'ambassadors' of environmentally sustainable and resilient economic activities. The modalities of this activity will be developed by the GESI Officer, with support from the IFAD Technical Manager and jointly with the GESI Officer, CPYC, MoAW, Ministry of Youth and Sports and both C2 LIP and C3 LIP Coordinators. MoAW extension officers and C2 LIP Community Facilitators will provide nominations, which will be assessed and scored by a Youth Award Committee against agreed criteria to be established by the PMU jointly with involved departments and C2 LIP and C3 LIP Coordinators.

outreach activities: this will target youth in the target provinces and include: (i) awareness raising and communication activities; (ii) the promotion of official registration for youth groups so they can have access to training and capacity-building opportunities offered by the Government and private sector; and (iii) Youth Ambassadors: the three Youth Award winners will be invited to act as Youth Ambassadors to promote rural entrepreneurship. Altogether, they will be engaged for a total of 10 days in a year to participate in events, on radio programs, social medias and share their stories. Key events that could be targeted include: Fiji Day, Cakaudrove Day, National Week of Agriculture, National Youth Day etc. The project will fund the cost of their participation in events and on various media.

Additionally, BE-GREEN will support relevant youth organizations, including the Cakaudrove Provincial Youth Council, in acquiring the capacities required to participate in policy dialogue with government agencies and in policy fora on issues relating to youth engagement in agriculture.

Reserve Bank of Fiji. BE-GREEN, with support of the IFAD Financing Facility for Remittances (FFR), will strengthen capacities and support the RBF to achieve its objectives regarding the development of digital remittances and bolstering recipients' financial inclusion as defined in the 2022-2030 NFIS. To that aim, a National Remittance Stakeholder Network (NRSN) will be set up. NRSNs are multi-stakeholder platforms setup by the FFR in a series of countries to engage public and private stakeholders in policy dialogue, regulatory issues and market insights.

Project inputs. The project will finance the following activities to facilitate cross-sector dialogue and raise awareness on remittance-related business and development opportunities:

- Definition of an action plan with the RSB with technical assistance support from the FFR based on international best practices and RSB priorities.
- 4 NRSN meetings a year. The NRSN will enhance RBF ability to implement the NFIs, while fostering the coordination of donors involved in the topic and raising awareness of the private sector on market and developmental opportunities around remittances.
- Technical assistance to the RBF including international exchanges with peers and participation in global Fora such as the Global Forum on Remittances, Investment and Development ([GFRID](#))

Implementation arrangements. Annual Capacity Development Plans will be validated by the Project Steering Committee. The PMU Technical Manager for IFAD investment-related activities will be responsible for: liaising with the MoAW Extension Division Office Northern in Savusavu, the Ministry of Youth & Sports, and with other relevant stakeholders; supporting the development of and agreeing on Capacity Development Plans to be presented to the Project Steering Committee; monitoring the implementation of Capacity Development Plans and providing assistance as required. Two short-term consultants will be hired to conduct the initial participatory capacity assessment for, respectively, MoAW and Cakaudrove Provincial Youth Council/relevant youth institutions, and to provide support in establishing Capacity Development Plans. Youth Awards and youth outreach activities will be implemented under the leadership of the GESI Officer. To support the RBF in implementing the NFIS regarding remittances, a local consultant with international exposure will be hired and backstopped by the FFR. An overall action plan, including the technical assistance to the RBF and the NRSN programme, will be rolled out on a yearly basis.

Sub-component 4.3 – Innovative models for environmentally sustainable and climate resilient economic initiatives

The project will promote innovation through two key avenues: (i) identifying successful, tested innovative practices and approaches implemented under Components 2 and 3, which will be captured and shared via a robust knowledge management system; and (ii) facilitating knowledge exchange through a South-South Technical Cooperation (SSTC) Initiative to foster innovative solutions and learning from similar contexts.

1. Knowledge management for capturing and documenting innovation

Objectives. Activities under Components 2 and 3 will lead to the development of innovative models that promote the sustainable utilization of natural resources to support economic development and address challenges faced by young people in rural areas.

BE-GREEN will establish a project-based Knowledge Management (KM) system designed to:

- Support learning, adaptation, and improved project performance during implementation.
- Track good practices and lessons learned, documenting successful models.
- Raise awareness of project activities and results, publicizing successful experiences.
- Contribute to policy development and scaling-up processes.
- Identify priorities for BE-GREEN's second phase under the Multiphase Adaptive Program Approach (MAP).

Continuous innovation identification. To ensure innovation is consistently identified throughout the year, the Lead Implementing Partners, with support from the PMU, will establish feedback loops that enable the regular capture of innovative practices and ideas emerging from project activities. This will involve regular interactions with field staff, stakeholders, and beneficiaries to gather insights on the implementation of activities, challenges and innovative solutions. These insights will form the basis for refining project

strategies, documenting successful models, and informing the preparation of the Annual Plan for Inclusive Innovation and Knowledge Management.

Annual Plan for Inclusive Innovation and Knowledge Management. Each year, in consultation with the Provincial Steering Committee and project stakeholders, the PMU will develop an Annual Plan for Inclusive Innovation and Knowledge Management (KM) as part of the Component 4 Annual Plan. This plan will cover the following activities:

- *Identification of inclusive innovative approaches and models:* based on agreed-upon indicators and stakeholder inputs, the plan will identify inclusive and innovative approaches with potential for scaling up and institutionalization, including models for climate-smart agriculture, sustainable resource management and youth engagement strategies.
- *Documentation of successful models:* successful models will be thoroughly documented, including detailed information on prerequisites, implementation modalities, and costs. This documentation will ensure that models can be replicated and scaled up effectively.
- *Development of KM products:* a variety of KM products will be developed and adapted for different audiences at national, provincial and community levels. These may include:
 - Documents: technical and policy briefs, analytical case studies, guidelines, practical tools, and the project newsletter.
 - Audio-visual materials: video clips and multimedia presentations.
 - Digital content: materials formatted for websites and social media dissemination, including the project website.
 - Knowledge-sharing events and communication: organizing events such as workshops, seminars, and webinars to share knowledge, promote successful innovations, and facilitate stakeholder engagement.
- *Building partnerships:* collaborating with government agencies such as MoAW, Ministry of iTaukei, Ministry of Youth and Sports, Ministry of Fisheries, youth organizations, the private sector, and development partners to mainstream innovation into regular processes and scale up successful models.

Documentation of the BE-GREEN model. The documentation of the model underlying the BE-GREEN approach, i.e., the use of inclusive economic incentives to drive ecosystem restoration and biodiversity conservation, is essential for demonstrating the model's relevance and scalability. It will also provide the foundation for justifying the second phase of the MAP program, whose overarching objective is to validate the model's feasibility and expand its application from the initial six target districts to the entire island.

This phased documentation process will be detailed in the M&E and KM Manual, which will be prepared by the M&E/KM team, with support from an international consultant (see Section 5). It will deliver one or more policy briefs, depending on the complexity of the issues, as well as additional resources such as detailed case studies, technical reports, and practical guidelines for scaling. These materials will form a comprehensive evidence base to support policy advocacy, guide replication, and ensure the broader adoption of the BE-GREEN approach across similar contexts.

Other priority areas for the promotion of innovation. Priority will also be given to promoting models and approaches that facilitate:

- Climate-smart production: techniques that increase productivity while enhancing resilience to climate change.
- Ecosystem enhancement: initiatives that support nature-based economic development and biodiversity conservation.

- Engagement of low-skilled and poorer youth: programs that provide opportunities and skills training for disadvantaged youth in rural areas.
- Access to land: strategies to improve land tenure security and access for smallholders and youth.
- Inclusive finance: financial services and products tailored to the needs of women, youth and marginalized groups.

Project website. A BE-GREEN website will be established to serve as a central platform for capturing and disseminating information about project implementation. The website will include detailed updates on project activities, progress reports, success stories, and lessons learned. It will also host resources such as technical guidelines, toolkits, and knowledge products developed under the project, making them accessible to stakeholders and the public. Additionally, to enhance collaboration, and the overall impact of BE-GREEN initiatives, the platform may feature an interactive section for stakeholder engagement, allowing users to provide feedback, share experiences, and access training materials or event information. The website will also publish the grievance redress mechanism and communicate the procedure for providing feedback/registering a grievance.

Implementation arrangements. In consultation with project stakeholders and in collaboration with the PMU M&E and KM Officers, the same consultant hired to design the M&E system (see Section on Planning, Monitoring and Evaluation) will prepare a simple format for the Annual Plan for Inclusive Innovation and Knowledge Management, in line with available IFAD guidelines, which will be part of the Annual Plan for Component 4. The preparation and implementation of the Annual Plan will be the responsibility of the PMU KM Officer, in close collaboration with the M&E Officer. A service provider will be hired to develop the project website. Knowledge products will be presented and discussed at the National Project Steering Committee, where in particular policy issues will be highlighted.

2. South-South Technical Cooperation (SSTC) Initiative

The SSTC Initiative will complement activities financed under Components 2 and 3 by introducing innovative practices and advanced technologies through a series of pilot projects in the six target districts. Pilot projects will focus on sustainable production and efficient utilization of land and coastal assets, including enhanced post-harvest management and value addition. By leveraging South-South Technical Cooperation, the initiative will facilitate the exchange of knowledge, expertise, and proven solutions from similar contexts in other developing countries, fostering capacity-building and forging partnerships for lasting impact.

Financing for this set of innovative initiatives will be pursued during the early years of project implementation. The framework for identifying, designing, implementing, and monitoring these pilot projects, as well as for documenting achievements and practices with potential for scaling up, will be collaboratively developed with the partner country providing financial support. This joint approach will ensure alignment with shared priorities and enhance the impact and replicability of the initiatives.

Implementation arrangements for Component 4

Each year, the PMU Technical Manager for IFAD investment-related activities, in collaboration with the KM Officer, will prepare the Component 4 Annual Plan, covering: Policy Development and Operationalization (Sub-component 4.1), Institutional Strengthening (Sub-component 4.2) and Inclusive Innovation and Knowledge Management (Sub-component 4.3). The PMU Technical Manager for IFAD investment-related activities will be responsible for implementing Sub-components 4.1 and 4.2, excepting Youth Awards and youth outreach activities, which will be implemented under the leadership of the GESI Officer. The KM Officer will be responsible for implementing Sub-component 4.3/Knowledge management for capturing and documenting innovation.

The responsibility for the SSTC Initiative will be determined jointly with the partner country providing financial support.

Component 0 – Rapid Disaster Response

Component 4 does not have any allocation in the budget but offers a mechanism for Government to gain rapid access to financing to respond to an eligible crisis or emergency. It would allow for rapid reallocation of uncommitted project funds towards urgent recovery needs in the event of a natural disaster affecting rural areas, such as weather-related or natural hazards (including cyclones, storms, drought, earthquakes, landslides, volcanic activities), human and animal pandemics, or agriculture pest and disease incursions. In case of an eligible crisis, the Ministry of Finance, in consultation with MOAW/MECC and other relevant government departments, may request IFAD to reallocate funds to support rapid response and recovery, indicating the type of expenditure required and reallocation from other component, subject to budget availability and IFAD no-objection.

A Rapid Disaster Response (RDR) Implementation Manual, acceptable to IFAD, will be prepared and will constitute a disbursement condition for this component. The RDR Implementation Manual will define: (i) the legal and institutional framework for national disasters and disasters in the agriculture sector; (ii) eligible investments; (iii) steps for triggering and implementing RDR, with assigned responsibilities; (iv) procurement, disbursement and financial management; compliance with safeguards policies; and (v) monitoring and evaluation. Eligible investments would cover critical goods, civil works, and consulting services required to support the immediate response and recovery needs and aligning with the main project activities such as: clearing and disposal of debris, repairs to small economic infrastructure, clearing and disposal of debris, repairs to and equipment of small economic infrastructure, water supply, replacement of vegetation destroyed by the hazard, purchase of farming implements that promote resilience, purchase and distribution of vaccines, etc.

4.3 Project completion and closing

The completion and closing of the BE-GREEN Project is a critical phase that ensures the successful finalization of all project activities, the assessment of outcomes, and the proper handover of responsibilities. This section outlines the process and activities that will take place during the closing period to ensure smooth project closure, the completion of all deliverables, and the documentation of lessons learned.

1. Project Completion Activities

The project completion phase will begin once all project objectives and activities have been finalized, including the delivery of key outputs, such as reports, evaluations, and any remaining procurement activities. Key completion activities will include:

- **Finalizing Project Deliverables:** Ensure that all project activities, including documentation, reports, training, and capacity-building initiatives, are completed. This will include any outstanding milestones, financial disbursements, and procurement processes.
- **Final Reports:** Preparation and submission of the final project reports, which will include a comprehensive summary of the project's achievements, challenges, lessons learned, and recommendations. The final report will also include financial statements and an assessment of how the project's goals were met in line with the AWPB.
- **Assessment of Project Impact:** The project team will conduct an evaluation of the project's impact, assessing whether the project outcomes and objectives were achieved, the effectiveness of implemented activities, and the sustainability of the project's benefits.

2. Project Closing Activities

During the project closing period, several important activities will ensure a structured and smooth transition. These include:

- **Financial Closure:** All outstanding financial transactions, including payments to suppliers, consultants, contractors, and grantees, will be completed. A financial audit will be carried out to ensure that all project funds have been utilized in accordance with the project's financial management guidelines. Any remaining funds will be returned to the funding agency or transferred as per the agreement.
- **Legal and Contractual Close-out:** All contractual obligations with service providers, contractors, and consultants will be finalized. Contracts will be reviewed to ensure that all terms have been met and any pending matters are resolved. Necessary close-out documentation, such as final invoices and receipts, will be collected and filed for future reference or audit purposes.
- **Handover of Assets and Knowledge:** Any project assets, such as equipment, materials, or infrastructure developed during the project, will be handed over to the relevant stakeholders or local institutions to ensure continued use and maintenance. Additionally, all knowledge management resources, including reports, manuals, and training materials, will be archived and shared with the Government of Fiji and other key stakeholders to ensure the sustainability of project outputs.
- **Final Evaluation and Lessons Learned:** A final evaluation will be conducted to assess the overall performance of the project. This evaluation will highlight the project's achievements, challenges, and lessons learned, which will be compiled into a document that can be shared with the Government, stakeholders, and other development partners. The evaluation will also provide recommendations for future projects, ensuring that the lessons learned from BE-GREEN are used to inform future initiatives.

3. Closure of Project Teams and Resources

As the project winds down, it will be important to properly close out the project team's activities:

- **Staff Transition and Final Reporting:** Project staff will be debriefed and provided with an opportunity to share their experiences and lessons learned. This will be documented and included in the final report. Staff will also complete final performance evaluations and ensure the proper handover of responsibilities. Any remaining work will be completed, and staff will be formally released from the project.
- **Completion of Training and Capacity Building:** Any ongoing training or capacity-building activities will be completed, ensuring that all relevant stakeholders and beneficiaries have received the necessary support before project closure.

4. Closing Event and Stakeholder Engagement

To formally close the project, a closing event or workshop may be organized to present the final outcomes, lessons learned, and recommendations. This will provide an opportunity for key stakeholders, including the Government of Fiji, lead implementing partners, and other development partners, to discuss the project's achievements and future implications. The closing event will also serve as a platform for recognizing the contributions of staff, stakeholders, and partners to the success of the project.

5. Post-Project Support and Sustainability

The sustainability of the project's impact will be a key consideration during the closing period. Efforts will be made to ensure that the project's results continue to benefit communities, stakeholders, and the government after the official closure of the project. This may involve:

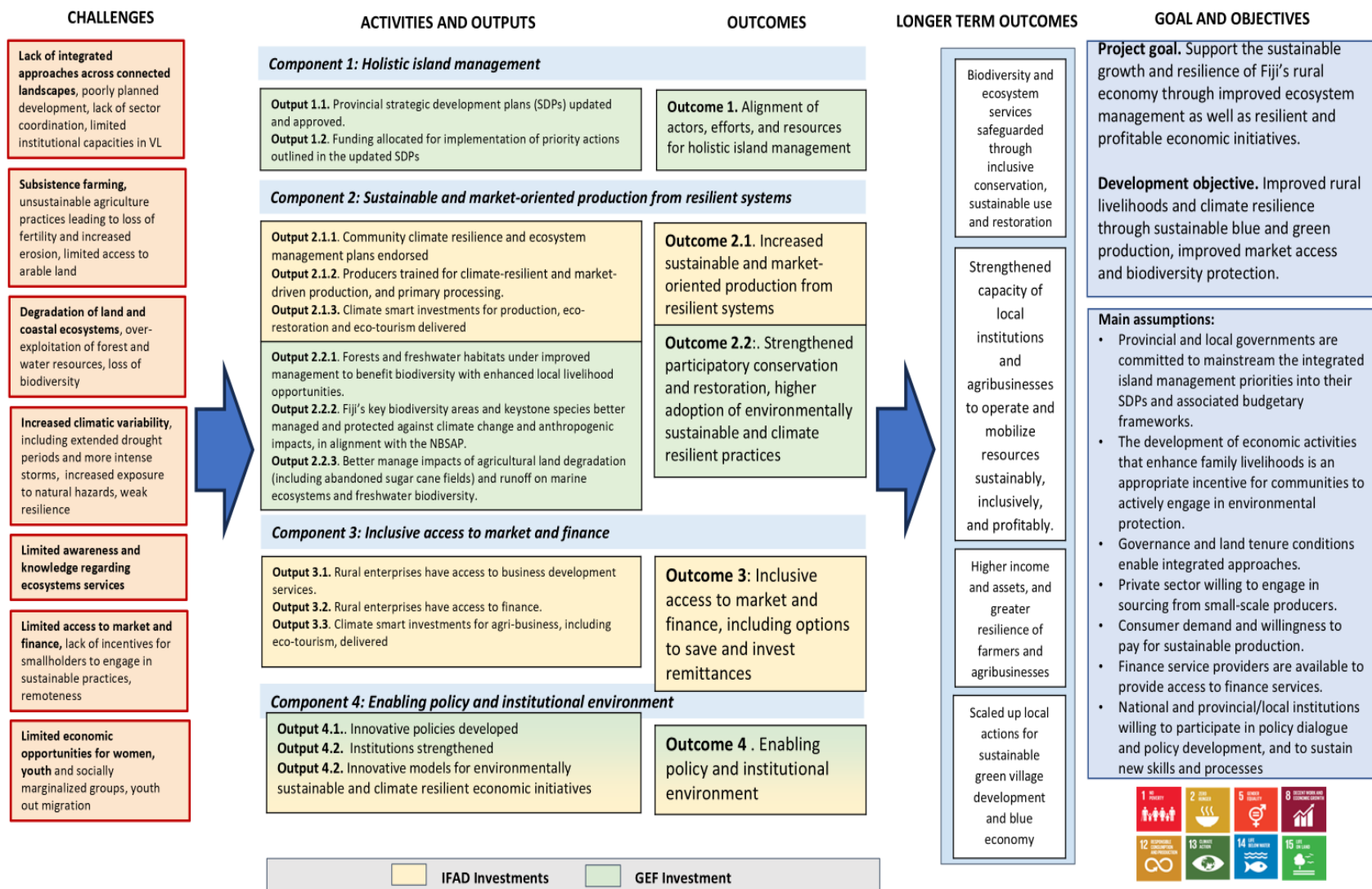
- **Follow-up Activities:** A post-project support plan will be developed to monitor the continued use of project resources and the ongoing implementation of best practices. This plan will involve periodic follow-up visits, assessments, or surveys to ensure that the project's benefits are sustained over time.
- **Capacity Building for Sustainability:** Training and capacity-building efforts will be designed to ensure that the stakeholders have the skills and knowledge required to maintain and build upon the project's achievements. This may involve transferring responsibility for project activities to local institutions or government bodies to ensure long-term sustainability.

Appendices

List of Appendices

Appendix 1:	Theory of change
Appendix 2:	Logical Framework
Appendix 3: (draft)*	1 st year Work Plan and Budget and 18-month Procurement Plan
Appendix 4:	Organisational charts *
Appendix 5:	Terms of Reference
Appendix 6:	Implementation Agreements*
Appendix 7:	<u>Code of Conduct of Project Parties (2023)*</u>
Appendix 8:	Financial Management Manual (to be finalised by the PMU with support from the FO)*
Appendix 9:	Project Procurement Strategy
Appendix 10:	Monitoring and Evaluation plan*
Appendix 11:	District Profiles

Appendix 1: Theory of change



Appendix 2: Logical Framework (PDR version)*

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1.a Corresponding number of households reached				Project M&E	Bi-annual	PMU	Economic opportunities and investments appropriate and accessible by project households. Continued MoAW political commitment to development and poverty reduction in target communities through a market-based approach.
	Women-headed households - Households		215	645				
	Non-women-headed households - Households		1,700	5,095				
	Households - Households		2,185	6,550				
	1 Persons receiving services promoted or supported by the project				Project M&E	Bi-annual	PMU	
	Males - Males		4,370	13,100				
	Females - Females		4,370	13,100				
	Young - Young people		2,620	7,860				
	Indigenous people		6,550	19,650				
	Total number of persons receiving services - Number of people		8,735	26,200				
	1.b Estimated corresponding total number of households members (Average 6 members per households)				Project M&E	Bi-annual	PMU	
	Household members - Number of people		13,100	39,300				

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Project Goal Support the sustainable growth and resilience of Fiji's rural economy through improved ecosystem management as well as resilient and profitable economic initiatives.	Average household income increase from project support for resilient production				Baseline, Midline, Endline	Baseline, Midline, Endline	PMU	No major changes in the government's development strategies and priorities. Households fully participate. This refers to nominal increase.
	Households - Percentage (%)	0	10	30				
	Areas of land and ecosystems under restoration (ha)	0	1,000	3,250				Landowners are committed to land and ecosystem restoration.
Development Objective Improved rural livelihoods and climate resilience through sustainable blue and green productions, improved market access and biodiversity protection.	Rural enterprises¹⁹ reporting an increase in sales (CI: 2.2.5)				Project M&E	Bi-annual	PMU	Continued MoAW political commitment to development and poverty reduction in target communities through a market-based approach.
	MSMEs/Producer Organizations/ Producers	0	20	60				
	Total number of POs members	0	540	1800				
	Women PO members	0	270	900				
	Men PO members	0	270	900				
	Young PO members	0	160	540				
	IPs	0	400	1350				
	Households reporting an increase in sustainable production (CI 1.2.4)							
	Households	0	600	2,400				

¹⁹ Here, and throughout this logical framework, rural enterprises include MSMEs, producers' organizations and individual producers.

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households (%)	0	25%	80%				
	Total number of households members	0	2,400	9,600				
	Improved ecosystem services and practices							
	Areas of landscapes under improved practices (hectares)	0	45,000	150,000	Integrated island management plan, Project M&E	Bi-annual	PMU	Stakeholders committed to collaborating on integrated management approaches.
	Areas of marine habitat under improved practices to benefit biodiversity (hectares)	0	150	500	Management plan developed, Project M&E	Bi-annual	PMU	Local stakeholders agree to manage the delineated marine habitats as OECMs (Other Effective Area-Based Conservation Measures).
	CO2e of greenhouse gas emissions mitigated (Tons)	0	338,262	1,127,542	GHG assessment	Baseline, Midline, Endline	PMU, IFAD, GEF	Assumptions outlined in the GHG emissions mitigated estimation are validated, e.g., reduced forest loss, adoption of improved agricultural practices, etc.
Outcome 1 Alignment of actors, efforts, and resources	Number of provincial strategic development plans (SDPs) updated and approved	0	3	3	Project M&E	Bi-annual	PMU	Provincial and local governments are committed to mainstream the integrated island

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	for holistic island management ²⁰	Funding allocated for implementation of priority actions outlined in the updated SDPs	0	TBD	TBD			management priorities into their SDPs and associated budgetary frameworks.
Outcome 2.1 Increased sustainable and market-oriented production from resilient systems.	Households reporting improved linkages and physical access to markets, processing and storage facilities (CI 2.2.6)				Project M&E	Bi-annual, Mid-term, and endline reports	PMU	Private stakeholders willing to source from small-scale producers. Consumer demand and willingness to pay for sustainable production. Communities/groups prepared to participate in planning, and willing to make in-kind and/or cash contributions for development of economic infrastructure, to maintain economic infrastructure, and to participate in self-
	Households reporting improved linkages, physical access to markets, processing facilities and storage facilities - Percentage (%)	0	15	50				

²⁰ Activities related to Outcome 1 (Component 1) are financed by GEF. Targets for outcome indicators, as well as output indicators and targets will be updated/determined at GEF design planned for June/July 2025.

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
								monitoring and reporting activities.
	Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices (CI: 3.2.2)				Baseline, Midline, Endline surveys	Baseline, Midline, Endline	PMU	The development of economic activities that enhance family livelihoods is an appropriate incentive for communities to actively engage in environmental protection. Governance and land tenure conditions enable integrated approaches.
	HHS number	0	600	2,400				
	Household %	0	25%	80%				
	Household members	0	2,400	9,600				
	Households satisfied with project-supported services (SF 2.1)							
	Household (%)	0	30%	70%				
	Households reporting they can influence decision-making of local authorities and project-supported service providers (SF 2.2)							
	Households (%)	0	30%	70%				
Output 2.1.1 Community climate resilience and ecosystem management plans endorsed	Number of Vanua Plans developed and endorsed by community				Vanua Plans	Bi-annual	PMU	Communities prepared to participate in planning.
	Vanua Plans	0	78	78				
Output 2.1.2 Producers trained for climate-resilient and market-responsive	Number of producers trained on climate resilient production				Project M&E, Training records	Bi-annual	PMU	Communities willing to explore and adopt new and improved practices. The sufficient quality and capacity of service
	Male	0	360	1,200				
	Female	0	360	1,200				

production, and primary processing.	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	providers on delivering capacity building training on climate resilient practices.
	Youth	0	216	720				
	IPs	0	540	1,800				
	Marine based producers	0	75	250				
	Land based producers	0	645	2,150				Assumption that migrant HH include both domestic and international migrants receiving remittances and represent 10% of HH in the targeted districts.
	Total	0	720	2,400				
	Number of persons in rural areas trained in financial and business literacy and/or use of financial products and services (CI 1.1.7)				Project M&E, Training records	Bi-annual	PMU	
	Male	0	360	1,200				
	Female	0	360	1,200				
	Youth	0	216	720				
	IPs	0	540	1,800				
	Total	0	720	2400				
	Number of migrant/remittance receiving households trained in financial literacy and/or use of financial products and services							
	Migrant HH	0	75	300				
Output 2.1.3 Climate smart investments for production, eco-restoration and eco-tourism delivered	Communities and individuals supported to sustainably manage natural resources and climate-related risks (CI 3.1.1)				ME reports and Midterm and Endline surveys	Bi-annual	PMU	Communities/groups prepared to participate in planning. Communities/groups willing to make in-kind and/or cash
	Community	0	40	65				
	Individual producer	0	985	3,275				

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Male	0	490	1,635				
	Female	0	495	1,640				
	Youth	0	295	985				
	Number of marine-based and land-based producers who are part of groups supported by project to manage natural resources and climate-related risks							
	IPs	0	735	2,455				
	Marine based	0	250	840				
	Land based	0	735	2,435				
Outcome 2.2 ²¹ Strengthened participatory conservation and restoration, higher adoption of environmentally sustainable and climate resilient practices	TBD							
Output 2.2.1 Forests and freshwater habitats under improved management to benefit biodiversity with	TBD							

²¹ Activities related to Outcome 2.2 (Component 2.2) are financed by GEF. Targets for outcome indicators, as well as output indicators and targets will be updated/determined at GEF design planned for June/July 2025.

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
enhanced local livelihood opportunities.								
Output 2.2.2 Fiji's key biodiversity areas and keystone species better managed and protected against climate change and anthropogenic impacts, in alignment with the NBSAP ²² .	TBD							
Output 2.2.3 Better manage impacts of agricultural land degradation (including abandoned sugar cane fields) and runoff on marine ecosystems and freshwater biodiversity.	TBD							
Outcome 3 Inclusive access to markets and finance,	Rural producers' organizations²³ engaged in formal partnerships/agreements or contracts with public or private entities²⁴ (CI 2.2.3)				Project M&E	Annual	PMU	Private sector willing to engage in sourcing from small-scale producers
	Number of POs	0	10	35				

²² National Biodiversity Strategy and Action Plan.

²³ Both formal and informal.

²⁴ For the purpose of this indicator, 'formal' refers to any established and mutually acknowledged marketing arrangement between a producers' organization - whether formal or informal - and a buyer. This includes, but is not limited to, written contracts, and verbal agreements or partnerships.

including options to save and invest remittances	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
	Total number of POs members	0	315	1,050					
	Women PO members	0	160	525					
	Men PO members	0	155	525					
	Young PO members	0	95	315					
	Households reporting using financial services (CI 1.2.5)								Project M&E
	Percentage of households ²⁵	46% ²⁶	50%	66%					
	Persons with new jobs/employment opportunities (CI: 2.2.1)				Project M&E	Bi-annual	PMU		
	Male	0	75	250					
	Female	0	75	250					
	Youth	0	45	150					
IPs	0	110	375						
Total	0	305	500						
Output 3.1	Rural enterprises accessing business development services ²⁷ (CI 2.1.1)				Project M&E	Bi-annual	PMU	Rural enterprises are willing to participate in	

²⁵ To be updated based on results from the BE-GREEN demand assessment of financial services.

²⁶ Reserve Bank of Fiji, Financial Services Demand Side Survey Fiji 2020.

²⁷ For the purpose of this indicator, 'formal' refers to any established and mutually acknowledged marketing arrangement between a producers' organization - whether formal or informal - and a buyer. This includes, but is not limited to, written contracts, and verbal agreements or partnerships.

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Rural enterprises have access to business development services	0	200	1350				
Output 3.2 Rural enterprises have access to finance.	Rural enterprises accessing a new financial service				Project M&E	Bi-Annual	PMU/PFIs/	Continued participation of rural people in financial literacy and increased appetite for capital. Sustainable and qualified finance service providers are available to provide access to finance services. Sufficient viable economic opportunities to attract interest of investors.
	Number of POs/MSMEs/Producers	0	100	350				

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Migrant HHs	0	500	1500	Project M&E	Bi-Annual	PMU/PFIs/ Remittance Pilots	Migrant HH have increased appetite to use a portion of their remittances for productive purposes through financial literacy and new tailored financial services. Migrant households include households in BE-GREEN districts and elsewhere in the framework of the remittances pilot test. Access to remittances-linked financial services (inclusive of digital remittances). Migrant households are differentiated in the M&E system
	Number of financial service providers supported in delivering financial products and services to rural areas (CI 1.1.6)							Service providers see viable market opportunities for their

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Number of Service Providers	0	1	3	Project M&E	Bi-annual	PMU	
Output 3.3 Climate smart investments for agri-business including eco-tourism delivered	Rural enterprises supported to sustainably manage natural resources, improve market linkages and value added services				Project M&E/corporate data	Bi-annual	PMU/PFIs	financial products and services, including remittance linked services. Continued participation of rural people in financial literacy and increased appetite for capital. Sustainable and qualified finance service providers are available to provide access to finance services and willing to serve project target populations, including individual producers. Sufficient viable economic opportunities to attract interest in developing enterprise groups.
	Number of MSMEs		3	10				
	Number of POs		15	45				
	Number of producers		150	450				
Outcome 4 Enabling policy and institutional environment	Number of policy/regulatory instruments proposed to policy makers for approval, ratification or amendment (CI Policy 3)							National, provincial and local institutions are willing to participate in policy dialogue and policy development and to sustain new skills and processes.
	Number of policy/regulatory instruments submitted to government departments	0	0	3	Project M&E	Bi-annual	PMU	

	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output 4.1.1 Innovative policies developed	Number of policy/regulatory instruments prepared	0	0	3	Project M&E	Bi-annual	PMU	
Output 4.1.2 Institutions strengthened	Number of institutional strengthening programs delivered at national and provincial/local level							
	Number of programs delivered	0	3	10	Project M&E	Bi-annual	PMU	
Output 4.1.3 Innovative models for environmentally sustainable and climate resilient economic initiatives	Number of environmentally sustainable and climate resilient economic models documented							Stakeholder engagement (local communities, private sector actors, and government agencies) and buy-in to participate in the development and documentation of innovative models.
	Number of documented models	0	2	6 ²⁸	Project M&E	Bi-annual	PMU	

²⁸ To be updated when SSTC financing available.

Appendix 3: 1st year Work Plan and Budget and 18-month Procurement Plan (draft)*

Project duration. BE-GREEN will have a six-year duration. This will enable concentrating all the installation and formative activities required for a successful implementation of project activities once the project becomes effective in the first year, start implementation early in the second year and have five full years available for operations. The project is expected to start August 2025.

Year 1. The first project year will be devoted to: (i) setting up the organisational structure as described under Section 3.1, including: hiring IFAD-financed PMU staff; signing MoUs with MoECC, Ministry of Lands and Mineral Resources, and MoAW's Research Division; contracting the two LIPs and hiring staff; (ii) carrying out preparatory work to start activities in the communities, including: developing the methodology for the preparation of Vanua Plans, including the adaptation of the Family Farm Teams approach; carrying out value chain analysis preparing the information packages; hiring C2 LIP staff; and training C2 LIP and PIFON staff; (iii) carrying out the demand assessment of financial services; (iv) developing the targeting and GESI strategy; (iv) setting up management systems – financial management, procurement and M&E/KM system, including staff capacity building by specialized consultants/IFAD staff, and setting up the project MIS; (v) developing detailed guidelines on Component 0 - Rapid Disaster Response; (vi) reviewing and updating the Project Implementation Manual (PIM), building on Annex 9; (vii) launching the project baseline survey; (viii) updating the Environmental, Social and Climate Management Plan(ESCMP) including the FPIC plan; (ix) setting up project steering committees at national and provincial level; and (x) conducting an inception workshop for project stakeholders.

The inception workshop will aim at developing a common understanding of the project design, updated PIM and guidelines, logical framework and Theory of Change, and getting familiar with the requirements of financial management and procurement. Induction will be organized at national level first, and subsequently in Savusavu.

A Project Expeditor will be hired to expedite the set-up of all administrative and financial systems for project management, build staff capacities and assist with the contracting of LIPs. Terms of reference are in the PIM.

Finally, the detailed design of the GEF-financed part of the project will take place and a PDR-CEO Endorsement Request (PDR-CER) will be prepared for submission.

Years 2 to 4. Activities will be gradually phased in, starting from project year 2.

Communities will be phased in in two groups, starting with two districts in 2026, and adding the remaining four districts in 2027. Each community will have a total of four years of direct support before being phased out. Activities under Sub-component 2.2 in a given community will start following the approval of the Vanua Plan. Access to grants under Sub-component 2.3 will start after one year of activity under Sub-component 2.2 in the community.

The GEF-financed part of the project, including Component 1, will start implementation in 2026 third quarter. The PMU GEF-financed Technical Manager will be hired then, as well as the Environment and Climate Change Specialist to be based in Suva.

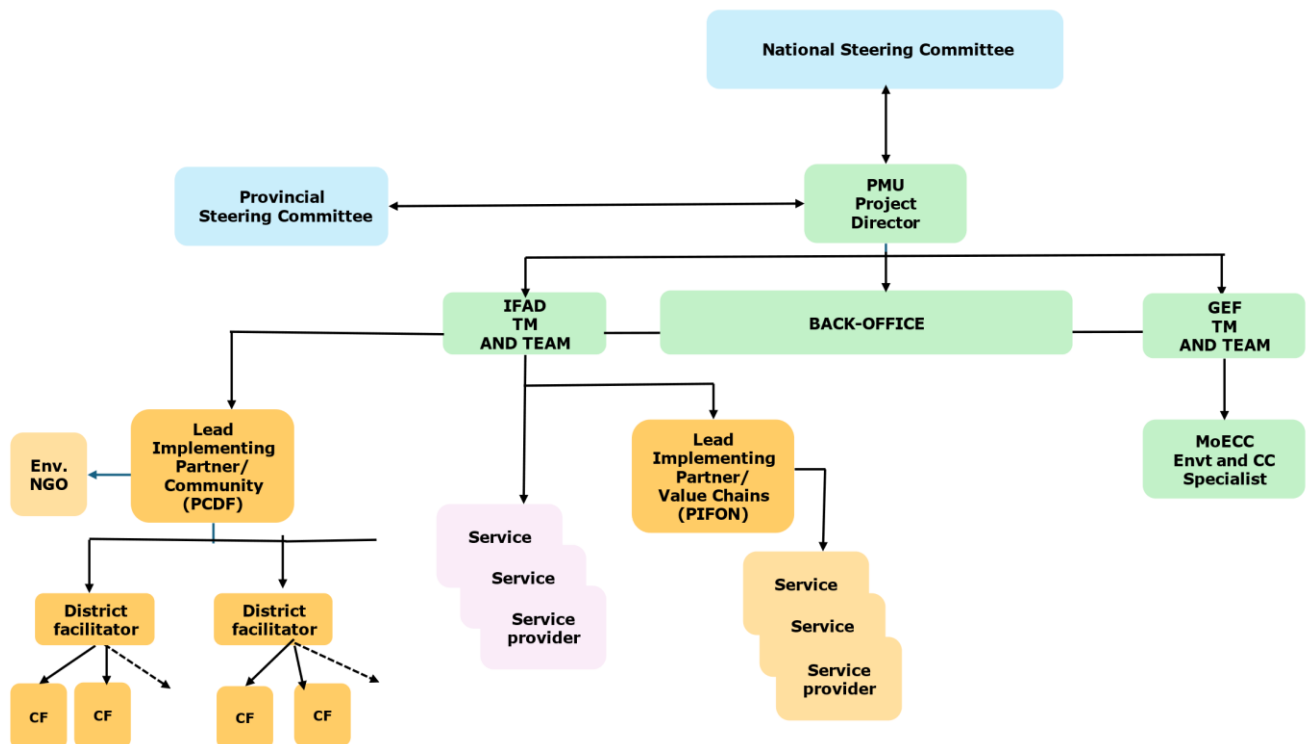
A project exit strategy will be prepared by project management building on Section 2.5, after all communities have been phased in and have had one year of implementation under Sub-component 2.2. The project strategy will be reviewed at the MTR, by mid-2028 at the latest, in close collaboration with MoAW/MoECC.

Years 5 to 6. The PMU's main concern will be to ensure sustainability and the implementation of the exit strategy in close collaboration with MoAW and MoECC. Activities under Component 2 will gradually wind down as communities approach the end of their four-year participation in the project. During their fourth year, each community will receive decreasing levels of direct project support and prepare for project exit. This will include

capacity-building efforts to ensure a smooth handover to local institutions, such as producers' organizations, community structures, MoAW, and the Cakaudrove Provincial Youth Council.

GEF will extend for a total duration of six years starting mid-2026, and will end one year after IFAD financing, along modalities that will be detailed at GEF design.

Appendix 4: Organisational charts



Appendix 5: Terms of Reference

Guidance for drafting Terms of Reference (ToR) for Partners in Community Development Foundation

Partners in Community Development Foundation (PCDF) has been identified as the possible Lead Implementing Partner for Sub-component 2.1, which is focused on the development and implementation of Vanua Plans for each community involved in the project.

Communities will include the 65 villages in the target districts and their mataqali land, and up to 13 independent communities who have access to land for agriculture in those same districts.

Detailed responsibilities

Facilitate the preparation of Information Packages

1. Work with the Ministry of Lands to produce detailed maps within officially defined boundaries of mataqali land, visualizing the community's natural assets and constraints.
2. Contract and work with a local Environmental NGO to prepare materials for awareness on ridge to reef concepts and biodiversity concepts. Combine traditional understandings of Vanua with technical data to provide comprehensive insights into land and marine-based resources.
3. Drawing from value chain analysis and market research to provide information about economic opportunities and existing markets.
4. Prepare accessible and visually informative packages for community distribution.

Community Awareness Raising

5. Conduct awareness campaigns to inform communities about the project's goals, methodologies, and the benefits of participation.
6. Educate communities (through information packages) on sustainable land and resource management, including forest protection, climate-smart agriculture, and marine-based resource protection and utilization.
7. Use culturally appropriate and locally relevant tools and methods to ensure community members understand and value the information provided.

Support for Vanua Plan Development

14. Organize consultations with diverse community groups, including village leadership, women, and youth, to gather insights for the development of the Vanua Plans.
15. Build on existing iVDPs to ensure a streamlined and inclusive planning process.
16. Provide guidance and frameworks to help communities design simple and actionable Vanua Plans tailored to their specific needs.

Empowerment and Implementation Support

11. Empower communities and village leadership by providing them with knowledge, tools, and organizational skills to enforce and manage their Vanua Plans.

12. Expand the Family Farm Team approach to include training on environmental sustainability and financial literacy, enabling families to make informed, long-term decisions.
13. Provide Family Farm Team training in all the communities.
14. Support communities in setting up systems to monitor and maintain climate-resilient and sustainable land and resource management practices.
15. Facilitate community access to necessary resources, technical support, and grant funding for the successful implementation of their plans.

General Engagement and Coordination

15. Hire one community facilitator per community, trying to ensure gender balance, and provide them with regular capacity building so they can fulfil their responsibilities in supporting communities.
16. Designate a district coordinator among community facilitators in each district, to support the coordination of activities.
17. Collaborate closely with PMU, government agencies, C3 LIP, technical experts, and other stakeholders to ensure alignment and access to resources.
18. Foster a sense of ownership among community members for both the planning process and the implementation of the Vanua Plans and the broader project.
19. Actively include all segments of the community (women, youth, and vulnerable groups) in awareness, planning, implementation and monitoring processes.

Guidance for drafting Terms of Reference For Pacific Island Farmers Organisation Network (PIFON) (draft) Final version for NO by IFAD

The Pacific Island Farmers Organisation Network (PIFON) has been identified as a possible Lead Implementing Partner for Sub-component 2.2 and Sub-component 3.1, which collectively focus on enhancing sustainable, market-oriented production systems and equipping Micro, Small, and Medium Enterprises (MSMEs) with business development services. These efforts aim to improve market readiness, post-harvest practices, and value addition capabilities, facilitating stronger producer-buyer linkages and access to high-value markets.

Objectives and Scope

The overarching objective is to support farmers, MSMEs, and communities in transitioning from semi-subsistence production to sustainable, market-oriented business models. This will be achieved by building technical, managerial, and entrepreneurial capacities and leveraging partnerships with PIFON members and private sector actors.

Key Objectives

1. Strengthen value chains through participatory analysis, targeted training, technology transfers and critical analysis.
2. Improve post-harvest practices, agro-processing, and value addition to increase product quality and marketability.
3. Establish robust producer-buyer linkages to improve market access and ensure sustainable sourcing.
4. Develop business capacities for MSMEs, including planning, compliance, financial and branding strategies.

Scope

- Target groups include smallholder farmers, women, youth, (and their organizations) and MSMEs engaged in land and sea-based production.
- Activities will address the complete value chain, from production and post-harvest handling to marketing and value addition.
- Strong emphasis will be placed on inclusivity, engaging marginalized groups, and ensuring alignment with environmental sustainability.

Detailed Responsibilities

Value Chain Development and Awareness

1. Conduct participatory value chain analysis to identify market opportunities, constraints, and the specific needs of value chain actors, including an analysis of margins, annualised ROIs, and risks. Ensure that partners understand the analysis, including risks and how to mitigate.
2. Facilitate knowledge-sharing through partnerships with specialized Farmer Organisations and private sector service providers, including:
 - **Root Crop-Based Agroforestry:** Tutu Rural Training Center
 - **Fresh Fruits and Vegetables:** Teitei Taveuni, Bula Agro/Tel-A-Woman
 - **Livestock and Honey:** Fiji Beef/Pig Association, Fiji Beekeepers Association
 - **Cocoa-Based Agroforestry:** Koko Mana
 - **Eco-Tourism and Handicrafts:** Duavata Collective, Rise Beyond the Reef
 - **Seaweed and Sea Grapes:** Pacific Blue Foundation, Nama Fiji, Sea and Soil
3. Align commodity selections with community Vanua Plans, focusing on agro-ecological potential and market opportunities.

4. Promote market awareness by bridging gaps in producer understanding of supply volumes, quality standards, and buyer expectations.

Value chain interventions

5. Identify and provide support to the implementation of targeted value chain interventions, in collaboration with existing value chain actors, including demonstration sites, specialized technical training, technology transfer such as improved planting materials and inputs, and peer-to-peer learning exchanges.

Group formation and business planning

6. Provide capacity building to both existing and new groups, including farmers, growers, fishers, youth, and women's organizations, using a 'farmer organization growth tool' to support critical areas such as legal registration, strategic and business planning, feasibility studies, and governance, in partnership with the Department of Cooperatives.
7. Provide targeted support to individual value chain actors at the community level, including assistance with developing business plans, financial analysis, optimization of resources, creating farm management plans, and undertaking production planning.

Producer-buyer linkages

8. Establish transparent producer-buyer linkages through participatory engagement with value chain actors.
9. Facilitate negotiations between producers and buyers to establish clear agreements on supply volumes, quality specifications, delivery timelines, and pricing.
10. Create feedback mechanisms to align production capacity with evolving market demands.
11. Ensure that sourcing arrangements encourage environmental sustainability and promote equitable value distribution.

Post-harvest technology transfer

9. Deliver training on post-harvest technologies to reduce losses and improve product quality for land and marine-based products, including food, handicrafts, and cosmetics.
10. Introduce innovative tools and technologies (e.g., cold storage units, improved packaging, and preservation methods) to enhance product longevity and market competitiveness.
11. Facilitate knowledge sharing and adoption of best practices in post-harvest handling through peer-to-peer learning and demonstration sites.

Agro-processing and value addition

12. Lead targeted training programs in agro-processing techniques, such as the use of solar dryers, root crop mills, and food-grade packaging.
13. Promote value addition strategies tailored to market needs and household-level requirements, ensuring scalability for msme.
14. Provide technical assistance to participants in accessing and utilizing new technologies to enhance product quality and economic viability.

Capacity building for MSMEs

15. Provide comprehensive business management support, including outreach, mentoring, and technical assistance in business operations.
16. Facilitate tailored business planning as a foundational step for accessing support services, grants, and financing options.
17. Introduce market readiness training that includes branding, certification, digital marketing, and traceability systems to improve market competitiveness.

General coordination and inclusivity

18. Coordinate closely with the PMU, technical experts, other service providers and government agencies to align all activities with broader project objectives and ensure cohesive service delivery.
19. Prioritize the inclusion of women, youth, and vulnerable groups in all project activities to foster equitable benefits.
20. Establish clear eligibility criteria and transparent processes for accessing grants, ensuring alignment with production, post-harvest, and eco-tourism goals, with a focus on grant access for market aligned investments with clear returns and understood risks.

Expected outputs

1. Robust producer-buyer linkages established across value chains, enhancing market access and trust among actors.
2. Specialized post-harvest technology transfer programs implemented, reducing losses and improving quality.
3. Successful adoption of innovative agro-processing and value addition techniques, increasing the market value of products.
4. At least 500 MSMEs engaged in business planning, operational improvements, and branding initiatives.
5. Comprehensive value chain reports, 50 demonstration plots, and strengthened peer-to-peer learning networks operationalized.
6. Empowered producer groups with formalized operations, better aligned to market demands and environmental sustainability.

Guidance for drafting Terms of Reference (ToR) for Environmental NGO (Draft, final version for NO by IFAD)

A Fiji NGO is required to support the development of Sub-component 2.1, which is focused on the development of a Vanua Plan for each community involved in the project.

Communities will include the 65 villages in the target districts and their mataqali land, and up to 13 independent communities who have access to land for agriculture in those same districts. The NGO will work closely with C2 LIP in supporting communities to develop their Vanua Plans. The work will require a staged process which will include: development of information packages and developing, trialing and refining a process for development of the Vanua Plans.

Requirements

1. Recognized experience in providing training and assistance in addressing the challenges of land and marine degradation and climate change, in promoting agricultural conservation to maximize the use of local resources and protecting biodiversity, in developing environmental solutions, and in managing projects implemented to address these issues, both in land and marine ecosystems in Fiji.
2. Experience with community planning in Fiji, with both iTaukei and other communities;
3. Expertise in land degradation issues and ecosystems services arising from land restoration and protected areas;
4. Knowledge of climate change and experience with communicating climate resilience in a way that is relevant to communities;
5. Knowledge of different agricultural systems, with a particular focus on agroforestry and sustainable agriculture practices;
6. Familiar with traditional understandings of *Vanua*, and with traditional practices and knowledge;
7. An understanding of GIS and some GIS capability would be an asset;
8. Experience working with government Ministries, in particular the Ministry of Agriculture and Waterways (MoAW), the Ministry of iTaukei Affairs, the Ministry of Environment and Climate Change, and the Ministry of Lands and Mineral Resources;
9. Experience working with women and youth, as well as male farmers;
10. Be a national registered NGO.

Detailed responsibilities

Detailed responsibilities of the NGO include:

1. Developing an information package to support the development of Vanua Plans. The package will consist of two types of information:
 - a. capacity building modules on environmental degradation and climate change, under the form of modules. The modules are required to be as short as possible, in non-technical language, and include visual representations as much as possible. Separate topics to be covered include: understanding what Vanua means from a traditional perspective; understanding processes of land degradation and impacts that arise; climate change, its likely impacts and what resilience means; agroforestry systems (including cocoa agroforestry); sustainable root crop production; protected areas.
 - b. Mataqali land maps for each community, to be sourced from the Vanua GIS system of the Fiji Geospatial Information System (GIS) Support Center in the Ministry of Lands and Mineral Resources. The two most relevant attributes identified from the Vanua GIS system are the 2016 forest cover and land use capability (LUC). Two separate maps are required for each of these attributes for each community. Maps need to be provided by the GIS

Support Centre in both digital form and printed to A2 size. Maps should also be provided to the 13 settlements, if relevant. Training in interpretation of the mataqali land maps will be provided by the Geospatial Information System Support Center.

2. Designing a methodology for community awareness raising, capacity building, and development of Vanua Plans, drawing on the information package material, as well as on value chain analysis to be provided by the project;
3. Train C2 LIP staff, especially the C2 LIP Manager for BE-GREEN and the community and district facilitators;
4. Assisting C2 LIP with development of Vanua Plans with a first batch of communities. Reviewing and revising the information packages and Vanua Plan process based on community and C2 LIP feedback.

Matching Grant Guidelines

1. Introduction

Matching Grants are designed to catalyze investments in climate-smart, sustainable, and innovative initiatives across agriculture, marine production, eco-restoration, and eco-tourism sectors in Fiji. These grants aim to strengthen value chains, enhance market opportunities, and foster environmental sustainability, with a special focus on women- and youth-led enterprises.

This guideline, which will be refined by the service provider in 3.2 with a NO by IFAD, provides a comprehensive framework for the administration of Matching Grants, detailing principles, eligibility, application procedures, and monitoring mechanisms to ensure transparent and effective implementation.

2. Objective of the Matching Grant

The Matching Grant program seeks to:

1. Promote climate-smart and environmentally sustainable investments.
2. Enhance value addition and market access in rural production systems.
3. Leverage private and institutional financing to reduce risks of productive investments.
4. Foster inclusivity by prioritizing women- and youth-led enterprises.
5. Support eco-restoration activities and biodiversity conservation.

3. Guiding Principles

1. Co-Financing: The Matching Grant will cover up to 50% of the total eligible investment cost, with the remaining 50% contributed by the applicant through equity, loans, or other private financing mechanisms.
2. Sustainability: Projects must align with climate-smart practices and demonstrate environmental sustainability.
3. Inclusivity: Preference will be given to women- and youth-led enterprises and innovative group-based initiatives.
4. Market Responsiveness: Investments must demonstrate strong market linkages and economic viability.
5. Integration: Grants should complement broader value chain development and eco-restoration initiatives.

4. Eligibility Criteria

4.1 Who Can Apply

- MSMEs, cooperatives, and producer organizations (POs) engaged in agriculture, marine production, or eco-tourism and other supporting services/businesses.
- Women- and youth-led enterprises with demonstrable leadership and ownership.
- Registered entities with operational capacity and a proven track record of business activity.

4.2 Eligible Investments

Category	Examples of Investments
Post-Harvest and Processing	Cold storage, solar dryers, packaging equipment, and quality control tools.
Marketing and Branding	Certifications, traceability systems, market access initiatives, and branding strategies.
Climate-Smart Technologies	Renewable energy systems, precision agriculture tools, and sustainable aquaculture practices.
Eco-Tourism Infrastructure	Visitor centers, interpretive signage, eco-friendly transport systems, and biodiversity-based projects.
Eco-Restoration	Mangrove rehabilitation, reforestation, erosion control, and soil restoration activities.

4.3 Excluded Investments

- Working capital and operational expenses.
- Land acquisition or real estate development.
- Activities that contribute to environmental degradation, such as unsustainable logging or fishing.

5. Grant Ceilings and Allocations

5.1 By Beneficiary Type

Beneficiary Type	Maximum Grant Amount (FJD)	Notes
Individual MSMEs	75,000 (minus 5%)	For small-scale investments in equipment and tools.
Producer Organizations (POs)	150,000 (baseline)	For group-based investments and shared facilities.
Cooperatives	200,000 (baseline)	For large-scale infrastructure and logistics projects.
Women- and Youth-Led Enterprises or groups	Additional 10%	Encourages participation and addresses structural barriers.

5.2 By Investment Type

Investment Type	Maximum Grant Amount (FJD)	Notes
Post-Harvest and Processing	50,000 – 150,000	For tools like cold storage, packaging systems, and solar dryers.

Investment Type	Maximum Grant Amount (FJD)	Notes
Marketing and Branding	20,000 – 50,000	For certifications, traceability, and branding activities.
Climate-Smart Technologies	50,000 – 200,000	For renewable energy, precision agriculture tools, and aquaculture systems.
Eco-Tourism Infrastructure	50,000 – 150,000	For biodiversity-based eco-tourism projects.
Eco-Restoration	50,000 – 150,000	For mangrove and forest rehabilitation and soil restoration.

6. Grant Contribution

The grant will not exceed 50% of the total eligible investment cost. The applicant's contribution may include:

1. Equity: Personal or organizational funds invested directly into the project.
2. Loans: Financing secured from financial institutions.
3. Other Grants: Non-overlapping contributions from other grant programs.

7. Application Process

1. **Submission:**
 - Applicants must submit a detailed proposal, including:
 - Business plan and financial projections.
 - Evidence of co-financing (equity or loans).
 - Documentation on market linkages and sustainability.
2. **Screening:**
 - The Technical Committee will review applications for eligibility and completeness.
3. **Evaluation:**
 - Applications will be scored based on:
 - Alignment with project objectives (20%).
 - Market linkage potential (20%).
 - Financial and operational viability (20%).
 - Inclusivity and climate-smart innovation (20%).
 - Contribution to eco-restoration (20%).
4. **Approval:**
 - Approved applications will proceed to the Grant Agreement stage.

8. Disbursement of Funds

1. Grants will be disbursed in tranches based on pre-agreed milestones.
2. Initial disbursement will cover up to 50% of the grant upon signing the agreement.
3. Subsequent disbursements will depend on milestone completion and verified reports.

9. Monitoring and Reporting

1. Grant recipients must submit quarterly progress reports detailing:
 - Use of funds.
 - Progress toward milestones.
 - Challenges and corrective actions.
2. Field verification visits will be conducted to ensure compliance.

3. A final report must summarize outcomes, impacts, and financial performance.

10. Governance and Administration

1. The program will be overseen by a Technical Committee comprising representatives from the PMU, financial institutions, and private sector.
2. A Grant Manager within the PMU will handle administration, coordination, and reporting.

Summary Table of Guidelines

Aspect	Details
Grant Contribution	Up to 50% of eligible investment costs.
Applicant Contribution	At least 50% through equity, loans, or other grants.
Eligible Sectors	Agriculture, marine production, eco-tourism, eco-restoration.
Eligible Investments	Post-harvest tools, renewable energy, eco-tourism infrastructure, biodiversity restoration.
Exclusions	Working capital, land acquisition, and unsustainable practices.
Disbursement	Milestone-based in tranches.
Reporting	Quarterly progress and final project reports, including environmental and social impacts.
Governance	Oversight by Technical Committee and PMU Grant Manager.

Matching Grant Application Format

1. General Information

Field	Details
Name of Applicant/Organization	
Type of Applicant	(Individual, MSME, Cooperative, Producer Organization, etc.)
Contact Person	
Address	
Phone Number	
Email Address	
Registration Number (if applicable)	

2. Project Overview

Field	Details
Project Title	
Project Location	(Village/District/Province)
Sector	(Agriculture, Marine Production, Eco-Tourism, etc.)
Total Project Cost (FJD)	
Requested Grant Amount (FJD)	
Applicant Contribution (FJD)	
Duration of Project	
Start Date	
End Date	

3. Project Description

Provide a detailed description of the project, including the following:

1. Objectives: What does the project aim to achieve?
2. Activities: Outline the key activities planned for project implementation.
3. Expected Outcomes: Describe the anticipated results or impacts of the project.
4. Market Linkages: Explain how the project will improve market access or value chain integration.
5. Climate-Smart Innovation: Detail any climate-smart practices, technologies, or eco-restoration activities the project incorporates.

4. Financial Plan

Expense Category	Amount (FJD)	Grant Contribution (FJD)	Applicant Contribution (FJD)
Equipment/Tools			
Infrastructure/Construction			
Certifications/Marketing			
Training/Capacity Building			
Renewable Energy Systems			
Total			

5. Applicant Contribution

Source	Amount (FJD)	Details
Equity		(Personal or organizational funds)
Loan		(Specify financial institution, loan terms, etc.)
Other Grants		(Provide details of any additional grant funding)

6. Organizational Capacity (for Organizations and Cooperatives)

Field	Details
Year of Registration	
Number of Members	
Previous Experience in Similar Projects	
Key Achievements	

7. Environmental and Social Safeguards

1. How will the project contribute to environmental sustainability?
2. Describe measures to minimize any potential negative environmental or social impacts.
3. How will the project benefit women, youth, or marginalized groups?

8. Supporting Documentation (Attach Copies)

- Registration certificate (if applicable).
- Detailed business plan.
- Financial projections and cash flow statements.
- Proof of applicant contribution (bank statement, loan approval, etc.).
- Vendor quotations (minimum three quotes for equipment or infrastructure).

9. Declaration

I/We hereby declare that the information provided in this application is true and correct to the best of my/our knowledge. I/We understand that any false information may result in the rejection of the application or withdrawal of the grant.

**Applicant's
Signature**

Name

Date

Performance-Based Grant Guidelines (to be discussed and refined with PFIs)

1. Introduction

Performance based grants are innovative financial instruments designed to reduce the risks associated with lending to micro, small, and medium enterprises (MSMEs), producer organizations (POs), and cooperatives. In the Fiji context, performance based grants will serve as partial guarantees for loans provided by financial institutions, incentivizing investment in climate-smart, sustainable, and innovative initiatives. The grant is held in a dedicated account and only accessed under specific conditions, such as repayment milestones or performance benchmarks.

2. Objectives of Performance based grants

The primary objectives of the performance based grant mechanism are:

1. Risk Mitigation: To lower collateral requirements and increase access to credit for rural enterprises.
2. Incentivizing Investment: To promote climate-smart, sustainable, and innovative investments by reducing upfront financial barriers.
3. Encouraging Repayment: To provide additional incentives for beneficiaries to meet repayment schedules.
4. Leveraging Private Capital: To attract commercial financing by enhancing the creditworthiness of rural borrowers.

3. Eligibility Criteria

To qualify for a performance based grant, applicants must meet the following requirements:

3.1 Who Can Apply

- Registered MSMEs, POs, and cooperatives in agriculture, marine-based enterprises, or eco-tourism in the project and receiving project services for at least 6 months.
- Women- and youth-led enterprises with a focus on inclusivity.
- Applicants with a viable business plan and proven market linkages.

3.2 Eligible Investments

- Fixed Asset Investments: Equipment for processing, packaging, and storage.
- Renewable Energy Systems: Solar-powered systems for agriculture or aquaculture.
- Climate-Smart Innovations: Tools and technologies promoting sustainable resource use.
- Value Chain Improvements: Investments in transportation, logistics, and branding.

3.3 Excluded Investments

- Working capital and operational expenses.
- Land acquisition or real estate development.
- Non-climate-smart or unsustainable practices.

4. Grant Contribution

- The performance-based grant will cover up to 50% of the loan amount, with a minimum contribution of 10% from the applicant's equity.
- Financial institutions will contribute the remaining portion as a loan, subject to their lending policies.

5. Mechanism of Performance Based Grants

The blocked grant mechanism operates as follows:

1. Application: Applicants submit a business plan and loan application to a participating financial institution (PFI).
2. Pre-Approval: Applications are reviewed for eligibility by the Technical Committee and the PFI.
3. Performance Based Grant Allocation:
 - Upon approval, the performance based grant is deposited into a designated account managed by the PFI.
 - Funds remain inaccessible to the borrower until pre-agreed conditions are met.
4. Performance Milestones: Borrowers must meet specific performance benchmarks, such as:
 - Timely loan repayment for a defined period.
 - Completion of an investment project as outlined in the business plan.
5. Grant Disbursement:
 - If conditions are met, the performance based grant is released to the borrower for further business expansion.
 - In cases of default, the performance based grant may be partially or fully forfeited to cover losses incurred by the PFI.

6. Application Process

Step	Description
Step 1: Submission	Applicants submit a combined business plan and loan application to the PFI.
Step 2: Screening	The Technical Committee screens applications for alignment with eligibility criteria.
Step 3: Loan Approval	PFIs assess creditworthiness and approve the loan, subject to the performance based grant's de facto guarantee.
Step 4: Grant Agreement	A tripartite agreement is signed between the borrower, the PFI, and the PMU to formalize conditions.
Step 5: Monitoring	Borrowers' progress is monitored, and milestone achievements are verified by the Technical Committee.
Step 6: Disbursement	The performance based grant is released upon meeting performance milestones.

7. Governance and Administration

Entity	Role
Technical Committee	Reviews applications, ensures compliance with eligibility criteria, and monitors performance.
Participating Financial Institutions (PFIs)	Provide loans, manage performance based grant accounts, and report progress to the PMU.
PMU (Grant Manager)	Coordinates the overall administration of the performance based grant mechanism and maintains oversight.

8. Monitoring and Reporting

1. Performance Monitoring: PFIs and the Technical Committee will track borrower performance against pre-agreed milestones.
2. Reporting Requirements:
 - Quarterly progress reports from PFIs, including repayment status and investment outcomes.
 - Annual impact assessments to evaluate the effectiveness of the performance based grant mechanism.

9. Key Features

Feature	Details
Grant Contribution	Up to 50% of the loan amount.
Disbursement Conditions	Performance milestones, such as repayment or project completion.
Leverage Ratio	Aims to achieve at least a 2:1 ratio of loan to grant funding.
Risk Mitigation	Reduces collateral requirements, increasing access to credit for rural beneficiaries.
Incentive for Repayment	Encourages loan repayment through conditional grant release.

Financial literacy is a critical component of the project's efforts to enhance financial inclusion and support the sustainable growth of MSMEs, producer organizations (POs), and cooperatives. The financial literacy modules are designed to equip beneficiaries with the knowledge and skills needed to effectively manage finances, access credit, and utilize financial products to support their business operations and long-term growth.

1. Objectives of Financial Literacy Modules

The modules aim to:

1. Build foundational financial knowledge among beneficiaries, including women and youth.
2. Enhance understanding of financial products, such as loans, savings, and remittance-linked investments.
3. Promote sustainable financial practices, such as cash flow management and credit repayment.
4. Facilitate digital inclusion by introducing beneficiaries to mobile banking and digital finance tools.
5. Support beneficiaries in preparing for and accessing tailored financial products under the project.

2. Key Topics Covered

Module Name	Description	Target Audience
Introduction to Financial Concepts	Covers basic financial concepts such as savings, interest rates, and budgeting	General beneficiaries
Cash Flow Management	Teaches how to track income and expenses, plan budgets, and manage cash flow for businesses.	MSMEs and POs
Understanding Credit and Loans	Explains loan types, terms, interest rates, and repayment strategies, including the importance of credit history.	MSMEs, POs, and cooperatives
Digital Finance and Inclusion	Introduces digital tools, such as mobile banking, e-wallets, and digital payment systems.	All beneficiaries, with emphasis on youth and women
Remittances linked services and investment opportunities	Incentivise remittance recipients and migrants abroad to use digital remittances, to save formally to match grants and access business loans.	All beneficiaries, with emphasis on youth and women and migrants abroad through social media
Investment Planning	Focuses on evaluating investment opportunities, calculating annualized returns, optimising resources and assessing risks.	MSMEs and cooperatives/POs Simplified version for households
Debt Management	Provides strategies for managing debt, avoiding over-indebtedness, and negotiating with financial institutions.	All beneficiaries
Climate-Smart Finance	Highlights financing options for climate-smart technologies and practices, emphasizing their long-term benefits.	MSMEs and cooperatives

Remittance Product Pilot Design

1. Introduction

Remittance flows play a significant role in Fiji's economy, particularly for rural households, as a source of income to meet consumption needs and support livelihoods. However, these funds are often underutilized for investments in productive activities. The remittance product pilot aims to channel remittance inflows into savings, investments, and business development for beneficiaries, thereby enhancing their financial security and economic resilience.

2. Objectives of the Pilot

The remittance product pilot seeks to:

1. Design financial products that link remittance flows to savings and investment opportunities.
2. Encourage remittance recipients to utilize funds for productive and sustainable economic activities.
3. Build financial literacy among remittance senders and recipients to support informed decision-making.
4. Strengthen partnerships with financial institutions to offer tailored remittance-linked products.

3. Key Components of the Pilot

3.1 Product Development

- Savings-Linked Products: Products that incentivize recipients to save a portion of their remittance inflows in fixed or recurring deposit accounts.
- Investment-Linked Products: Schemes allowing recipients to invest remittances in income-generating activities, such as small businesses, agricultural inputs, or community projects.
- Insurance Bundles: Products combining remittances with microinsurance coverage to provide financial protection against unforeseen risks.

3.2 Stakeholder Engagement

- Collaborate with financial institutions, mobile money providers, and remittance service providers to co-design and pilot the products.
- Partner with local NGOs and community groups to raise awareness among target beneficiaries.

3.3 Financial Literacy

- Develop targeted financial literacy modules for remittance senders and recipients, focusing on savings, investment planning, and the benefits of remittance-linked products.

3.4 Technology Integration

- Utilize digital platforms to facilitate seamless remittance transfers, product enrolment, and account management.
- Promote mobile money solutions for recipients in remote areas.

4. Implementation Steps

Step	Description	Timeline
Needs Assessment	Conduct surveys and focus groups to understand the financial behaviors and needs of remittance recipients.	~~Month 1-2~~
Product Design	~~Co-Design~~ remittance products and linkages with other financial services with ~~financial institutions and remittance service providers.~~	~~Month 3-4~~
Pilot Testing	Implement the pilot in select target areas with monitoring and feedback mechanisms.	~~Month 5-9~~
Monitoring and Evaluation	Assess the pilot's impact on savings rates, investments, and financial inclusion.	~~Month 10-12~~

5. Request for proposals

Financial service providers (banks and other licensed financial institutions, MNOs, fintech), will be selected through a tender to develop and package these financial services. Request for proposals guidelines will be adapted from the guidelines set by the Financing Facility for Remittances (FFR) in other contexts²⁹ with the support of a local consultant hired with and back-stopped by the FFR. Selected proposals will be shaped under the form of a small grant agreement. That local and remote support from FFR will undergo the duration of the small grant (tentatively 2 years) to ensure the pilot test success.

²⁹ See for instance the recent guidelines for South Africa: [call-remittances-southafrica-guidelines-pdf](#)

Pipeline Development Framework

1. Introduction

The pipeline development framework serves as a structured approach to identify, prepare, and support potential beneficiaries and projects that align with the goals of the initiative. It ensures that resources, including financial products such as grants and loans, are channelled efficiently to viable, impactful, and sustainable investments in production, agribusiness, and climate-smart initiatives.

2. Objectives

The framework aims to:

1. Create a systematic process to identify and assess potential beneficiaries and projects.
2. Build a pipeline of viable, investment-ready projects for financial institutions and grant mechanisms.
3. Facilitate capacity building for beneficiaries to meet the eligibility and performance criteria for financing.
4. Ensure alignment with project goals, including climate-smart, inclusive, and sustainable development.

3. Key Stages of Pipeline Development

Stage	Activities	Outcome
1. Identification	- Engage stakeholders, including MSMEs, POs, cooperatives, and women/youth-led enterprises.	A list of potential beneficiaries and projects.
	- Conduct community meetings and outreach campaigns to raise awareness about financing opportunities.	
2. Screening	- Use pre-defined eligibility criteria to evaluate potential beneficiaries and projects.	A shortlist of candidates who meet basic eligibility requirements.
3. Capacity Building	- Provide training in business planning, financial literacy, and climate-smart practices.	Candidates equipped with skills to meet application and performance requirements.
4. Project Preparation	- Assist beneficiaries in preparing business plans, financial projections, and loan/grant applications.	Investment-ready projects with complete documentation.
5. Matchmaking	- Facilitate linkages between beneficiaries and financial institutions or grant mechanisms.	Beneficiaries connected with appropriate financing sources.

6. Monitoring	- Track progress and outcomes of supported projects to refine the pipeline process.	Feedback for continuous improvement of the framework.



4. Roles and Responsibilities

Entity	Role
PMU	- Oversight and coordination of the pipeline development framework.
	- Ensure alignment with project goals and targets.
Service Providers	- Conduct outreach, training, and technical assistance for beneficiaries.
Technical Committee	- Review and approve screened and prepared projects.
Financial Institutions (PFIs)	- Evaluate investment-ready projects and provide tailored financial products.

5. Key Components of the Framework

5.1 Eligibility Criteria

- The framework will include clear criteria to assess potential beneficiaries and projects, focusing on:
 - Alignment with project objectives, such as climate-smart and sustainable practices.
 - Financial and operational viability.
 - Inclusivity, with priority for women- and youth-led enterprises.

5.2 Capacity Building and Technical Support

- Beneficiaries will receive targeted support to build their capacity in areas such as:
 - Business planning and financial literacy.
 - Technical knowledge for climate-smart investments.
 - Market linkage development and value addition strategies.

5.3 Digital Integration

- Develop digital tools for tracking and managing the pipeline, enabling efficient data collection, analysis, and monitoring.

5.4 Collaboration with Stakeholders

- Ensure active participation of local governments, NGOs, private sector actors, and community groups in pipeline development.

TOR for Project Director

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

A higher degree in agricultural economics, rural economics, economics, business administration, public administration or related discipline relevant to BE-GREEN with strong knowledge of contemporary issues in the rural economy of Pacific Island Countries and natural resource management. A minimum of five years at a senior level in a relevant public institution, the private sector or an international organization, with proven skills in the management and coordination of internationally financed development programmes.

The candidate should have a creative and pragmatic approach to problem solving and an appreciation of the respective roles of the public and private sectors in agriculture and rural development and agribusiness. S/he should have excellent organizational, analytical, and communication skills with the ability to work collaboratively with diverse stakeholders and multidisciplinary team. Proficiency in project planning, reporting, and financial management are requisites, as well as strong computer literacy.

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job description

The Project Director (PD) will be responsible for coordinating and managing the project and for delivering project expected outcomes. The PD will lead the PMU and will ensure that it works in close collaboration and coordination with MoAW and MoECC. This will include the following specific duties:

- *Project development*
 - providing orientations for the development of the project strategy and methodology, to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report;
 - ensuring the promotion of inclusive approaches and mainstreaming of targeting and gender requirements in all of the project activities in accordance with the GESI Strategy and Action Plan.

- assisting MoAW in building capacities for project implementation and coordination, monitoring the development of BE-GREEN innovative models and communicating with value chain stakeholders;
- ensuring coordination and team working of the PMU staff, local actors and project partners;
- ensuring alignment with national priorities;
- securing synergies between project components to maximise their impact.
- *Project implementation*
 - steering and supervising the implementation of project activities in accordance with the financing agreement, the decisions of the National Project Steering Committee, guidance from the Provincial Steering Committee and with the recommendations of supervision and review missions;
 - ensuring the Project Steering Committee and the Provincial Steering Committee take active roles in guiding implementation, and ensuring the engagement of project stakeholders at both provincial and national levels;
 - ensuring that the PMU works in close collaboration and coordination with MoAW and MoECC and support the development of synergies between IFAD and GEF investments;
 - supervising the preparation, negotiation and oversight of memoranda of understanding, agreements and other contracts with project partners and services providers;
 - ensuring and overseeing the implementation of the GESI Strategy and Action Plan;
 - lead the planning of project activities and the preparation of consolidated AWPBs, building on a participatory process involving the Provincial Steering Committee and project stakeholders;
 - guiding the efforts of service providers and contractors towards the realisation of planned project outputs and evaluating their performance;
 - leading the development and operationalisation of the Project Implementation Manual;
 - liaising with IFAD and GEF on project implementation issues, and facilitate and participate in regular supervision of project activities.
- *Project M&E/KM:*
 - Providing oversight for the establishment and effective operation of the M&E/KM system;
 - ensuring the timely preparation of progress and financial reports;
 - ensuring, jointly with MoAW and MoECC, the readiness of all the documentation required to support the assessment of MAP first phase, in line with PIM prescriptions
- *Project administrative management:*

- reviewing and approving pre-selection of project partners, bidding documents, job descriptions and terms of reference for PMU staff and external services providers;
- coordinating the contract administration of the service providers/specialists hired for implementation and assess their performance on a regular basis;
- managing and motivating PMU staff;
- maintaining internal transparency for the most important technical and project management decisions through regular meetings with PMU staff;
- securing the submission of a detailed expenditure report on quarterly advance payments;
- ensuring timely endorsement of Withdrawal Applications by MoAW and submit them to the Ministry of Finance and IFAD;
- coordinating the preparation of Annual Procurement Plans, in coordination with the preparation of AWPBs;
- executing the approved budgets, and ensuring payments;
- ensuring the completion of the procurement process and full compliance with government procurement guidelines consistent with IFAD procurement guidelines;
- ensuring proper use and conservation of project assets, in line with the national legislation and financial agreements;
- ensuring transparent and efficient financial management of project fund in compliance with IFAD loan conditions, GEF grant conditions and IFAD rules and procedures.

TOR for Technical Manager for IFAD investments

Duration of assignment: Up to five years and nine months, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

A higher degree in agricultural economics, rural economics, economics, business administration, public administration, or a related discipline relevant to BE-GREEN. Sound knowledge of rural economic development, natural resource management, and agricultural systems in Pacific Island Countries. At least five years of experience in implementing and managing internationally financed development programs, preferably in rural or agricultural contexts. Proven technical expertise in climate-resilient and sustainable production systems, value chain development, or community-based natural resource management. Strong understanding of gender, youth, and marginalized group inclusion in rural development initiatives.

The candidate should have excellent organizational, analytical, and communication skills with the ability to work in multidisciplinary teams. Proficiency in project planning, reporting, and financial management are requisites, as well as strong computer literacy.

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job description

The Technical Manager for IFAD Interventions (TM) will be responsible for managing and coordinating the technical aspects of IFAD-financed components, ensuring alignment with project objectives, and supporting the integration of activities across components. The TM will report directly to the Project Director and collaborate closely with other PMU staff and partners. Responsibilities will include the following:

- *Technical oversight and coordination*
 - Providing technical leadership for the development and implementation of IFAD-financed components in accordance with national policies and with the financing agreement;
 - Coordinating with Lead Implementation Partners and PMU technical specialists (Grant Manager, Rural Finance and Agribusiness Specialist) to ensure that sub-component activities are delivered on time and within scope;
 - Ensuring operational alignment between IFAD and GEF interventions, identifying and leveraging synergies between the two funding sources;
 - Leading the preparation of the Annual Work Plans and Budgets (AWPBs) for IFAD interventions and ensure the timely execution of planned activities.
- *Implementation oversight*
 - Supervising day-to-day operations of IFAD-financed activities, including the delivery of services, technical training, and grant management;

- Monitoring the progress of implementing partners and contractors, ensuring adherence to agreements, contracts, and operational plans;
 - Addressing operational bottlenecks and troubleshoot challenges to ensure smooth project execution;
 - Providing guidance to implementing partners and stakeholders on the practical aspects of delivering project components.
- *Development and implementation of Component 4*
 - Preparing the Component 4 Annual Plan, covering: Policy Development and Operationalization, Institutional Strengthening and Inclusive Innovation and Knowledge Management, in collaboration with the Knowledge Management Officer for the latter;
 - Liaising with MoAW Economic Planning & Statistics (EP&S) Unit and supporting the development of the Annual Plans for Policy Development to be presented to the National Project Steering Committee;
 - Monitoring the implementation of the Annual Plan by the MoAW EP&S Unit and providing assistance as required;
 - Liaising with the MoAW Extension Division Office in Savusavu, the Ministry of Youth & Sports, and with other relevant stakeholders, and supporting the development of Annual Capacity Development Plans to be presented to the Project Steering Committee;
 - Monitoring the implementation of Capacity Development Plans and providing assistance as required;
 - *Development and implementation of Component 0*
 - Preparing the Rapid Disaster Response Implementation Manual, in collaboration with relevant national stakeholders, ensuring it includes clear procedures for triggering and executing the reallocation of uncommitted project funds
 - Supporting the operationalization of Component 0 in case of Government request, in line with the Manual;
 - Supervising the reallocation and utilization of funds for eligible activities;
 - *Stakeholder engagement and coordination*
 - Leading operational engagement with provincial stakeholders, including MoAW Extension Division and other government agencies, private sector actors, and community stakeholders to facilitate the implementation of IFAD interventions;
 - Actively participating in National and Provincial Steering Committees to align project operations with strategic directives;
 - Coordinating closely with the GEF Operations Manager to harmonize activities and resources across funding sources.
 - *Capacity building and Knowledge Management*
 - Conducting operational capacity-building initiatives for PMU staff, implementing partners, and community stakeholders;

- Collaborating with the Knowledge Management Officer to document operational lessons learned and best practices.
- *Monitoring, reporting, and compliance*
 - Managing the setup and operational aspects of the M&E/KM system
 - Ensuring that operational data is regularly updated in the M&E framework and used to inform decision-making.
 - Contributing to the preparation of operational progress reports, thematic reports, and financial reports for IFAD-financed components.
 - Ensuring operational compliance with IFAD's procurement, financial, and reporting guidelines.
- *Cross-cutting responsibilities*
 - Promoting gender, youth, and marginalized group inclusion in all operational aspects of IFAD-financed activities, in close collaboration with the GESI Officer;
 - Ensuring that operational frameworks and methodologies support sustainable practices in climate-resilient agriculture and natural resource management.

TOR for Gender Equality and Social Inclusion Officer

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

A master's degree in social sciences, rural development or related discipline. Highly motivated and committed to gender equality and social inclusion. At least five years working experience on gender and social inclusion issues. Experience in agriculture and rural development projects. Experience in household methodologies would be an advantage.

The candidate should have excellent organizational, analytical, and communication skills with the ability to work collaboratively with diverse stakeholders. Computer literacy is essential.

Job description

The GESI officer will be responsible to coordinate and facilitate the implementation of the gender, youth and Indigenous Peoples (iTaukei) inclusion interventions defined in the programme. She/he will work closely with the other members of the PMU, with C2 LIP and PIFON to ensure the operationalization of GESI related activities in the project investments. In addition, she/he will liaise with the JP RWEE programme coordinator to explore interlinkages between the two programmes and assess useful lessons for replication.

Under the general supervision of the Project Manager, the GESI Officer will perform activities in five main areas to mainstream gender and social inclusion.

- *Project implementation*
 - Advise and support the Project Manager, other members of the PMU and field officers in the effective mainstreaming of targeting, gender and social inclusion in project activities.
 - Develop and regularly update an overall GESI strategy and action plan for the project, covering Gender inclusion, Youth inclusion and iTaukei inclusion. in coordination with the other PMU experts, and Lead Implementation Partners.
 - Collaborate with PDCF and Fiji Crop & Livestock Council in the tailoring of the Family Farm Team approach to the project.
 - Facilitate the implementation of the gender, youth and social inclusion activities in close collaboration with relevant stakeholders (e.g. C2 LIP, Cakaudrove Provincial Youth Council)
 - Work with other PMU experts to critically review project design to see how each component and subcomponent addresses gender, youth and social inclusion issues, and identify opportunities for strengthening implementation for a gender and social inclusion perspective.

- Review basic project implementation processes to provide feedback and suggestions on how to achieve the best possible project outcomes with respect to targeting, gender equality and women's empowerment, and youth inclusion
- Ensure that activities of the gender, targeting and social inclusion strategy are reflected in the following:
 - o Preparation of the AWP/B
 - o Design and implementation of the project M&E system
 - o SECAP implementation
 - o Project progress reports
 - o Project supervision
- Participate in the development of detailed ToRs and tender documents of national and local service providers to various project components to ensure that target groups will be able to participate effectively in all components and meet the project's targets.
- *M&E and Knowledge Management*
 - Together with the M&E and knowledge management staff, establish an M&E system that captures disaggregated data on gender and social inclusion (age, ethnicity, etc).
 - Document and share M&E, learning and communication products.
 - Analyse data to ensure that there are no adverse impacts on target groups as a result of project implementation and suggest remedial measures if necessary.
- *Capacity Building*
 - Undertake regular capacity assessment on gender equality and social inclusion issues and provide capacity-building for staff at the field level, PMU, implementing partners and service providers
- *Communication*
 - Liaise with the IFAD regional office and JP RWEE team on questions regarding gender and social inclusion in implementation, knowledge sharing and other aspects.
 - Serve as a channel of communication between the project and others working on gender and social inclusion issues in government, implementing agencies, other development partners and IFAD.
 - Help project colleagues access the information they may need on gender and social inclusion issues and share good practices.
- *Advocacy and networking*
 - Be familiar with gender equality and social inclusion policies of the institutions linked to the project, including national policies and those of ministries, implementing institutions and financing agencies, including IFAD.
 - Establish linkages with other gender equality, women's or social inclusion programmes implemented by national, international and intergovernmental agencies.

- Develop strategic partnership with relevant agencies from the government, CSOs, and other service providers engaged in gender, women's and social inclusion programmes.
- Present evidence-based information on good practices in gender transformative programming and social inclusion in national forums.

TOR for Grant Manager

Duration of assignment: Up to four years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

A degree in finance, business administration, economics, development studies, or a related field relevant to grant management and rural development. At least five years of experience managing grants or funding mechanisms, preferably in the context of rural development, agriculture, or natural resource management projects. Proven ability to design, manage, and monitor grant programs targeting community-based initiatives, with a focus on transparency and efficiency. Knowledge of financial management, procurement guidelines, and compliance requirements for internationally financed projects. Familiarity with participatory approaches and working with community organizations, producer groups, and small businesses.

The candidate should have excellent organizational, analytical, and communication skills with the ability to work collaboratively with diverse stakeholders. Proficiency in project planning, reporting, and financial management are requisites. Computer literacy is essential, with proficiency in financial and reporting software.

The candidate should be fully aware of and alert to the cross cutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job description

The Grant Manager will be responsible for the implementation of Sub-Component 2.3 - Climate-Smart Investments for Production, Eco-Restoration, and Eco-Tourism, which provides catalytic grants to communities, producers, youth, and women's groups for initiatives in sustainable production, ecosystem restoration. The Grant Manager will ensure transparent and effective management of the grant program, aligning investments with project objectives and BE-GREEN supported Community climate resilience and ecosystems management plans.

The Grant Manager will report directly to the Project Director and collaborate closely with other PMU staff and partners. Responsibilities will include the following:

- *Grant program design and management*
 - In coordination with the Ministry of Agriculture and Waterways and the Ministry of Rural and Maritime Development, developing and implementing grant procedures, in line with BE-GREEN objectives and GoF and IFAD/GEF legal, regulations and standards, and draft the Grant Manual;
 - Collaborate with the Project Management Unit (PMU), implementing partners, and community facilitators to ensure that grant processes are participatory, transparent, and inclusive;
 - Organizing regular calls for proposals and ensuring they are widely disseminated to target communities and that all relevant information required for participation is clearly communicated and easily accessible to the various community groups, especially women, youth and iTaukei;

- In collaboration with Lead Implementing Partners, providing technical support to grant applicants in preparing proposals and meeting eligibility requirements;
 - Screening grant proposals based on pre-established selection criteria to verify applicant and investment eligibility, and in collaboration with Lead Implementing Partners, conducting verification visits;
 - Preparing the submission of finalized grant proposals to the Grant Committee, ensuring completeness and compliance, and serving as the secretary of the committee, facilitating meetings and maintaining accurate records;
 - Preparing grant agreements, verifying that grantees have fulfilled their required contributions, and overseeing the implementation of grant-funded activities, including any related contracting, in close collaboration with the Procurement Officer;
 - Working with Lead Implementing Partners and relevant stakeholders to provide technical and operational support to grantees, ensuring optimal use of the grant funds and sustainable operation and maintenance of grant investments.
- *Financial management and compliance*
 - Monitoring grant recipients to ensure funds are used efficiently and for their intended purposes, conducting regular financial reviews and audits.
 - Conducting capacity-building sessions for grant recipients, focusing on financial management, reporting, and the technical aspects of funded activities.
 - *Monitoring and Evaluation*
 - Developing and maintaining a database of grant-funded projects, tracking progress, outcomes, and impacts, in line with BE-GREEN M&E system and in collaboration with the M&E Officer;
 - Conducting regular field visits to assess the implementation and performance of grant-funded activities.
 - Preparing progress reports and thematic analyses on the grant program, highlighting achievements, challenges, and lessons learned.
 - Collaborating with the Knowledge Management Officer to document and share best practices and success stories from grant-funded initiatives.

Cross-Cutting Responsibilities

- Ensuring that grant programs prioritize women, youth, and marginalized groups, fostering inclusion and equity in rural development initiatives.
- Promoting innovative and sustainable grants in line with BE-GREEN objectives, particularly in climate-resilient agriculture, ecosystem restoration, and eco-tourism.

TOR for Rural Finance and Agribusiness Specialist

Position Title: Rural Finance and Agribusiness Specialist

Duration of Assignment: Up to four and half years, following successful completion of a six-month probationary period, with renewable contracts subject to satisfactory performance.

Duty Station: Based in the Project Management Unit (PMU), with regular travel to project implementation sites across Fiji.

Reporting To: Project Director

Qualifications and Experience

- Advanced degree in Finance, Agribusiness, Economics, Business Administration, or a related field.
- Minimum of 5 years' experience in rural finance, agribusiness development, and supporting MSMEs, producer organizations (POs), and value chains.
- Proven expertise in designing and implementing financial instruments such as matching grants, performance-based grants, and value chain finance.
- Experience in working with financial institutions (PFIs) for product development and capacity building.
- Strong understanding of green finance, climate-smart investments, and rural market systems.
- Excellent analytical, facilitation, and report-writing skills.
- Proficiency in Microsoft Office and familiarity with data analysis tools.
- Fluency in spoken and written English.
- Awareness of cross cutting issues such as gender inclusion, youth participation, and environmental sustainability.

Job Description

Under the direct supervision of the Project Director, the Rural Finance and Agribusiness Specialist will oversee all aspects of rural finance and agribusiness development under Components 2 and 3 of the project. The Specialist will play a leadership role in ensuring improved access to financial products, grant mechanisms, and business development services for MSMEs, producer organizations, and entrepreneurs.

Key Responsibilities

1. Technical Oversight of Financial Instruments and Grants
 - Lead the design, implementation, and monitoring of Matching Grants and Performance-Based Grants.
 - Ensure grant mechanisms align with project objectives and promote co-financing from beneficiaries.
 - Oversee outreach, evaluation, approval, and disbursement of grants, ensuring transparency and accountability.
2. Support to Participating Financial Institutions (PFIs)
 - Collaborate with PFIs to develop and adapt financial products tailored to rural clients, including cash flow-based lending and green finance instruments.
 - Provide technical assistance to PFIs to strengthen their risk management systems, credit processes, and environmental safeguards.
 - Facilitate partnerships between PFIs and MSMEs/POs to ensure long-term access to financial services.
3. Business Development Services and Market Linkages

- Coordinate delivery of business development services (BDS) to MSMEs and producer organizations, ensuring access to capacity-building in financial literacy, business planning, and market strategies.
- Work with service providers to support value chain development, including investments in post-harvest management, processing, and market access.
- Facilitate formal agreements between MSMEs/POs and private sector actors, ensuring sustainability and continuity of market linkages.
- 4. Capacity Building and Training
 - Oversee the design and implementation of financial literacy programs for MSMEs, producers, and entrepreneurs.
 - Support PFIs in building capacity for green finance adoption, product innovation, and service outreach.
 - Provide hands-on technical assistance to MSMEs/POs to prepare bankable business plans and access financing.
- 5. Monitoring, Reporting, and Coordination
 - Monitor progress against key indicators in the logframe related to rural finance, grants, and business development.
 - Ensure timely and high-quality reporting to the Project Director, including quarterly and annual progress reports.
 - Conduct field visits to monitor grant implementation, loan utilization, and financial product adoption.
 - Facilitate coordination among PFIs, MSMEs, producer organizations, and project stakeholders to achieve project objectives.
- 6. Knowledge Management and Learning
 - Capture lessons learned and document best practices related to rural finance and agribusiness.
 - Share knowledge and results with stakeholders through reports, workshops, and learning events.
 - Support the project's M&E processes to evaluate financial and agribusiness interventions effectively.

Deliverables

- Detailed implementation plan for grant mechanisms and rural finance support.
- Quarterly and annual progress reports highlighting achievements, challenges, and corrective actions.
- Reports on MSMEs/POs accessing finance, grant utilization, and financial literacy training outcomes.
- Partnerships established between PFIs, MSMEs, and market actors.
- Capacity-building materials for financial literacy and agribusiness support.

Key Performance Indicators (KPIs)

- Timely and transparent implementation of Matching Grants and Performance-Based Grants.
- Number of MSMEs/POs accessing financial services and successfully utilizing grants.
- New financial products developed and adopted by PFIs.
- Successful delivery of financial literacy and business development programs.
- Regular monitoring reports demonstrating progress toward logframe targets.

Supervision and Reporting

The Rural Finance and Agribusiness Specialist will report directly to the Project Director and work closely with the PMU team, PFIs, and service providers to ensure seamless implementation of project activities.

TOR for Financial Management and Administration Manager

Position Title: Financial Management and Administration Manager

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts from time to time if performance is satisfactory.

Duty station: Based in PMU Office, Savusavu/Suva, Ministry of Agriculture and Waterways (MoAW)-Fiji.

Qualifications and experience

An acceptable accounting and finance qualification (Bachelor of Commerce degrees and a Certificate in Accounting, Chartered Accountants (CAs), Fiji Institute of Chartered Accountants or Association of Chartered Certified Accountants (ACCA) or equivalent to International recognised Certified Public Accountants (CPAs)/Chartered Accountants (CAs) with at least five-year experience at a senior level in a relevant public institution and/or the private sector, with proven skills in the financial management and procurement aspects of internationally-financed development programmes.

The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software would be required.

The candidate would be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job descriptions

The Financial and Administrative Manager (FAM) is responsible for the management of project accounts in line with government financial regulations and IFAD disbursement procedures and reporting. S/he would report directly to the Project Director.

With regards to Financial Management, operating within a computerized environment, the FAM would perform the following duties and responsibilities shall include:

- Installation of FMIS systems to ensure that the PMU and especially the Project Director and Director of Finance, Ministry of Agriculture and Waterways (MoAW)-Fiji are regularly informed of on-going financial status and transactions.
- Contribute to the preparation of the final project implementation and financial manuals.
- Evaluate annual work planning and budgeting (AWPB) methods as well as budgetary control systems used to monitor actual expenditures against budget, including commitment controls to avoid commitments that exceed available resources.
- Ensure the project is included in the Fiji Government budget in a timely manner, as required by GOF budget processes and calendar, including access to counterpart funding.
- ensure disbursement process and documentation in accordance with the PIM includes Finance Manual, consistent with government financial regulations and IFAD Disbursement Handbook;

- Communicate to all implementing partner institutions/districts and service providers their financial responsibilities, available funds, and how to obtain them, as well as the reporting and record-keeping requirements in accordance with the Government of Fiji practices, standards and acceptable to IFAD.
- Ensure that all project funds are used in compliance with the terms of the finance agreements, with a focus on economy and efficiency, and exclusively for the objectives for which they were allocated.
- Assess compliance with Fiji government Rules and Regulations controlling public financial management, such as international accounting standards, audits, and financial reporting.
- Ensure that all relevant supporting documentation, records, and accounts are maintained for all project operations, with clear links between the books of account and the financial statements presented and accepted to the IFAD.
- Ensure that designated and operational accounts are maintained in line with the conditions of the financing agreement and the IFAD's regulations and procedures.
- Liaise with the other project implementing agencies/districts to ensure that Interim Financial Reports are prepared on timeline and provided/submitted to IFAD.
- Process documents and follow up on government and IFAD disbursements to ensure that the fund releases are not delayed. Ensure that funds for project implementation is disbursed in a timely manner to enable project interventions to be carried out on time.
- Ensure that the financial statements are prepared in compliance with applicable standards.
- Review the eligibility of expenditure in compliance with the financing arrangement.
- implement robust internal financial control systems and policies to minimize the risks of fraud or errors in the financial statements and any misuse of funds;
- coordinate and assemble the budgetary information required for the preparation of Annual Work Plans & Budgets;
- Liaise with external auditor i.e., Office of the Auditor General of the GoF to audit the project accounting to satisfy the submission deadlines set by both the Fiji Government and IFAD. Review external auditors' findings (Audit Opinions and Management Letters), including any qualifications and whether auditor concerns have been effectively addressed.

With regards to the administrative tasks and responsibilities, the FAM would perform the following:

- manage and handle staff matters including recruitment, selection, contracting and performance appraisal of staff;
- facilitate the mobilisation and orientation of any new project staff, either short or long-term;
- establish and assist an agreed staff back-up system for times of illness or absence from the office;
- develop and implement performance appraisal process and formats for the project staff;

- assist in the identification and contracting of external service providers;
- ensure that the contracts of all staff and service providers under the project are implemented properly in accordance with the terms provided therein;
- conduct annual review of the existing compensation and benefits package in order to attract, retain and develop qualified and experienced staff;
- maintain a record of project staff official movements;
- assist project staff with all travel arrangements;
- manage, organise and implement training for all project staff at the central level;
- contribute to the preparation and timely delivery of AWPBs and Annual Procurement Plans;
- establish a filing system of office documents and ensure maintenance, protection and security of office files;
- be responsible for the upkeep of the premises and the availability of office supplies;
- keep a fixed asset register with an identification number affixed to each asset, description and location of asset and the responsible staff for the asset; and ensure that the receipt of each asset is acknowledged; and
- Any other duties as assigned by the Project Director and Director of Finance- MoAW)- Fiji.

TOR for Financial Management and Administration Assistant

Position Title: Financial Management and Administrative Assistant

Duration of assignment: Up to Six years, following successful completion of a six-month probationary period, with renewable contracts from time to time if performance is satisfactory.

Duty station: Based in PMU Office, Savusavu/Suva, Ministry of Agriculture and Waterways (MoAW)-Fiji

Qualifications and experience

An acceptable qualification (Bachelor of Commerce in Accounting or equivalent business college education), with at least three-year experience in a public institution and/or the private sector, with proven skills in the procurement and administrative aspects of projects and programmes.

Good interpersonal and communication skills, computer literate, and able to work without supervision and as part of a team.

The candidate would be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job Description

Operating within a computerized environment, the financial and Administrative Assistant will perform the following duties:

- establish and manage a paper filing system of finance documents for the project office finance;
- establish and manage a petty cash system for the project;
- advise project staff on all travel arrangements, logistics and financial matters;
- work with the FAM to establish/update financial management procedures and systems for the project;
- provide inputs in the preparation and updates of the PIM and Finance and Administrative Manual;
- assist in providing training to project staff in the operation of finance procedures and systems;
- assist with the preparation and consolidation of Annual Work Plans and Budgets (AWPBs);
- prepare payment vouchers, withdrawal applications and SOEs for submission certification of the FAM and approval by PC; provide budget allocation and balance after payment in the voucher in accordance with the AWPB and financing agreement; and ensure that all supporting documents of the approved payment vouchers are stamped paid;
- routinely monitor the monthly receipts and payments statements of the project, check whether expenditure is in-line with AWPB approvals and advise the FAM accordingly;

- assist in the maintenance of financial records and accounts, both paper and electronic;
- assist in the annual audit;
- assist in the preparation of financial progress reports according to the specified reporting schedule in the PIM;
- cooperate with and provide support to supervision, implementation support and evaluation missions as required; and
- any other tasks that may be required by the FAM; Project Director and Director of Finance-MoAW)-Fiji.

TOR for Procurement Officer

Terms of Reference for Procurement Officer/Associate Position

Under the supervision of the Project Director and/or Project Manager:

1. In general, in close coordination with Procurement Associates/Assistant, provide strategic and operational guidance and assistance to different project procuring entities.
2. In collaboration with PMU Procurement Associate review project wide Procurement Plan in the IFAD OPEN (Online Procurement End to End system).
3. Monitor implementation and primarily responsible for project wide contracts management.
4. Ensure timely updating of data in OPEN Contract Management segment
5. Provide technical assistance to project procuring entities in the preparation of draft bidding documents including technical specifications of goods and terms of reference for consulting services ensuring compliance with national procurement law consistent with IFAD Project Procurement Guidelines.
6. Conduct initial review of proposed bidding documents, bid evaluation reports, draft contract in procurement packages subject of request for IFAD No Objection as per applicable Project Procurement Arrangements Letter.
7. Lead and support the procuring entities of the Project in the preparation of the PPMP and consolidate and prepare the GoP Annual Procurement Plan (APP) taking into account the type of procurement per item and threshold requiring prior review;
8. Upload the approved APP in GoP format to the PhilGeps;
9. Evaluate and assess every item in the APP i.e. services, goods and works, and ensure the procurement of the same within the timelines in close coordination with the procuring entity;
10. Support the Infrastructure Engineer in the review, evaluation, procurement and monitoring of the FMR Infrastructures to be procured by the LGU;
11. Support project proponents of Matching Grants in their procurement process, i.e. procurement recording/documentation, identification of suppliers, conduct due diligence and evaluation of supplied items among others. Ensures that the procurement process is completed within the timelines as agreed.
12. Maintain and update procurement records and stock inventory and indicating therein re-order points to ensure availability of needed office supplies;
13. Monitor, assess and ensure that all project procurements abides with existing national procurement regulations and procedures;
14. Require procuring entities to retain electronic copies of all project wide procurement documents for IFAD review.
15. Review purchase contracts and provide recommendation to management;
16. Conduct field visits to monitor, evaluate, conduct physical check and assess procurements process, records and stock inventories at the PMU level to ensure compliance to existing rules and standards;
17. Prepare Monthly Calendar of activities and Monthly Accomplishment Report of the Unit assigned and attend meetings to represent project office as required;
18. Performs other duties and responsibilities that may be assigned by the Project Director/ Project Manager.

Qualification Standard:

Education: Bachelor's degree in either Accounting, Economics, Marketing, Public Administration, Engineering or other related discipline. Master's degree or units earned is preferred.

Experience: At least four (4) years in position/s involving the procurement process, contract management between the suppliers, with background in project development,

and evaluation, preferably in foreign assisted projects implemented by an economic government agency.

Training: At least twenty-four (24) hours of training in planning and procurement, project development, coordination or related field.

Competency:

- Knowledgeable in Public Procurement processes
- Knowledgeable in the procurement processes and tools from selecting vendors / due diligence, establishing payment terms, strategic vetting, selection, the negotiation of contracts and actual purchasing of goods;
- Experience in the preparation of AWPB, APP, PPMP, and the competitive bidding process;
- Knowledgeable in Microsoft Office (Word, Excel, and Powerpoint)

TOR for Procurement Assistant

Under the supervision of the Regional Project Director and/or Deputy Project Manager:

- In general, in close coordination with the PMU Procurement Officer/Associate, provide strategic and operational guidance and assistance to different procurement activities of the Project PMU and PIPs.
- In collaboration with the PMU Procurement Officer/Associate review region wide Procurement Plan before submission in the IFAD OPEN (Online Procurement End to End system). Respond to requests for information forwarded in IFAD OPEN.
- Monitor contract implementation and primarily responsible for Project wide contracts management.
- Ensure timely updating of Project Procurement data in IFAD OPEN system (Contract Management section)
- Provide technical assistance to project procuring entities in the preparation of draft bidding documents including technical specifications of goods and terms of reference for consulting services ensuring compliance with na with IFAD Project Procurement Framework.
- Conduct initial review, at Project level, of proposed bidding documents, bid evaluation reports, draft contract in procurement packages subject of request for IFAD No Objection as per applicable Project Procurement Arrangements Letter.
- Assist the procuring entities of the Project in the preparation of the PPMP and consolidate and prepare the GoP Annual Procurement Plan (APP) taking into account the type of procurement per item and threshold requiring prior review;
- Upload the approved APP in GoP format to IFAD Handbook;
- Evaluate and assess every item in the APP i.e. services, goods and works, and ensure the procurement of the same within the timelines in close coordination with the procuring entity;
- Assist the Infrastructure Engineer in the review, evaluation, procurement and monitoring of the FMR Infrastructures to be procured by the implementing Local Government Units;
- Assist project proponents of Matching Grants in their procurement process, i.e. procurement recording/documentation, identification of suppliers, conduct due diligence and evaluation of supplied items, among others. Ensures that the procurement processes are completed within the timelines as agreed.
- Maintain and update procurement records and stock inventory and indicating therein re-order points to ensure availability of needed office supplies;
- Monitor, assess and ensure that all project procurements abide by existing national procurement regulations and procedures;
- Require procuring entities to retain electronic copies of all project region wide procurement documents for IFAD review.
- Review purchase contracts and provide recommendation to management;
- Conduct field visits to monitor, evaluate, conduct physical check and assess procurements process, records and stock inventories at the Project level to ensure compliance to existing rules and standards;
- Prepare Monthly Calendar of activities and Monthly Accomplishment Report of the Unit assigned and attend meetings to represent project office as required;
- Performs other duties and responsibilities that may be assigned by the Regional Project Director/ Deputy Project Manager.

Qualification Standard:

Education: Bachelor's degree in either Accounting, Economics, Marketing, Public Administration, Engineering or other related discipline. Master's degree or units earned is preferred.

Experience: At least four (4) years in position/s involving the procurement process, contract management between the suppliers, with background in project development, and evaluation, preferably in foreign assisted projects implemented by an economic government agency.

Training: At least twenty-four (24) hours of training in planning and procurement, project development, coordination or related field.

Competency:

- Knowledgeable in Public Procurement processes.
- Knowledgeable in the procurement processes and tools from selecting vendors / due diligence, establishing payment terms, strategic vetting, selection, the negotiation of contracts and actual purchasing of goods;
- Experience in the preparation of AWPB, APP, PPMP, and the competitive bidding process;
- Knowledgeable in Microsoft Office (Word, Excel, and Powerpoint)

TOR for Monitoring and Evaluation (M&E) Officer

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

Advanced degree in project management, rural development, development or agricultural economics, or business administration. Proven knowledge and practical experience of at least 5 years in project M&E and Knowledge Management or equivalent.

Excellent organizational, analytical, and communication skills with the ability to work collaboratively with diverse stakeholders. Proficiency in project planning and reporting. Computer literacy (Microsoft office and statistical software). Communication and result oriented management skills. Fluency in spoken and written English. Ability to guide and develop capacities of project and counterpart staff. Excellent drafting and communications skills.

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job description

The M&E Officer will be responsible for developing and managing the BE-GREEN M&E system. S/he will report directly to the Project Director. Specific tasks and duties include the following:

- Lead the development of a comprehensive M&E strategy and plans to ensure systematic monitoring, continuous learning, and evidence-based decision-making, aligned with BE-GREEN objectives;
- With support from short-term technical assistance and in collaboration with the Knowledge Management (KM) Officer, establish an inclusive M&E/KM system, ensuring alignment with the MoAW and MoECC monitoring frameworks, BE-GREEN logical framework, and project objectives;
- Provide orientations for the hiring of the MIS Service provider and the development of an inclusive MIS/GIS, ensuring that it effectively tracks project progress, captures innovation, and is regularly updated in collaboration with the PMU Technical Manager, KM Officer, and Lead Implementation Partners;
- Regularly update the BE-GREEN logical framework. Design and implement participatory methodologies and tools to assess project performance and outcomes, with an emphasis on engaging stakeholders, particularly women, youth, and iTaukei communities;
- Organize and provide capacity building and coaching in the area of M&E for PMU and staff, MoAW and MoECC, Lead Implementation Partners and other major stakeholders;
- Provide technical support to the Lead Implementation Partner to carry out inclusive and participatory community mini-baselines;
- Guide the contracting of service providers responsible for impact assessments, ensuring terms of reference align with project goals, and monitor contract implementation to ensure quality and timeliness;
- Collaborate with the PMU Technical Manager, KM Officer, and Lead Implementation Partners to monitor implementation processes, evaluate project performance, and identify opportunities for adaptive management based on successes and failures;

- Lead the preparation of semi-annual and annual progress reports, consolidating financial and physical progress data, and presenting findings to project stakeholders;
- Facilitate the preparation of annual work plans and budgets, ensuring these are informed by M&E data and aligned with the logical framework and project strategy;
- Facilitate the programme's annual review workshops, impact assessment studies, annual outcome surveys, Mid-Term Review, MAP assessment, and completion review, ensuring that they incorporate stakeholder input and produce actionable recommendations;
- Provide analytical insights and recommendations to the PMU on a timely basis, leveraging M&E data to improve project performance, enhance efficiency, and ensure accountability.

TOR for Knowledge Management (KM) Officer

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Vanua Levu.

Qualifications and experience

Advanced degree in knowledge management, communication, information management, development studies, social sciences, or a related field relevant to rural development and project management. At least five years of professional experience in knowledge management, communications, or monitoring and evaluation, preferably within internationally funded development projects. Proven expertise in designing and implementing knowledge management systems, tools, and processes to capture, document, and disseminate project outcomes and lessons learned. Experience in rural development, agriculture, or natural resource management projects, with a focus on climate resilience and gender inclusion, is highly desirable. Experience with working collaboratively with diverse stakeholders.

Strong technical skills in information sharing platforms, content creation, and data visualization tools. Excellent written and verbal communication skills, with the ability to distill complex information into accessible formats for diverse audiences, including policymakers, community stakeholders, and international donors. Demonstrated ability to organize workshops, knowledge-sharing events, and capacity-building initiatives.

Proficiency in computer applications, possibly including data analysis tools, content management systems, and graphic design software.

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job description

The KM Officer will be responsible for developing and managing the BE-GREEN Knowledge Management (KM) system, with a focus on supporting innovation identification, documentation, and scaling. S/he will report directly to the Project Director. Specific tasks and duties include the following:

- Prepare and lead the implementation of the Annual Plan for Inclusive Innovation and Knowledge Management, ensuring alignment with project objectives and stakeholder priorities;
- Oversee the development of a strategy and plans to ensure systematic, continuous learning, improvement, and knowledge sharing, in line with project objectives and activities;
- With support from short-term technical assistance and in collaboration with the M&E Officer, establish a project-based KM system to capture, document, and share innovative practices and lessons learned, contributing to scaling and policy development;
- Coordinate with Lead Implementing Partners and field staff to establish feedback loops that regularly capture innovation, challenges, and insights from project activities, ensuring these are incorporated into program adaptation and documentation;
- Provide orientations for the development of an inclusive MIS/GIS that can track innovation and lessons learned, in collaboration with the PMU Technical Manager and other technical experts, the M&E Officer, and Lead Implementation Partners;
- Collaborate with the service provider developing the BE-GREEN website to ensure the platform effectively disseminates KM products, including progress updates, case studies, and lessons learned, and facilitates stakeholder engagement;

- Develop and implement processes to ensure that lessons learned and innovative practices are captured systematically, that successful innovations, learning, and good practices are captured, synthesized, documented, and shared under formats adapted to different target audiences, and that they are used to improve program implementation, to support policy dialogue and project activities upscaling;
- Document and validate the BE-GREEN approach as a scalable model for inclusive economic incentives to drive ecosystem restoration and biodiversity conservation;
- Oversee the creation of diverse KM products, including technical and policy briefs, multimedia content, and materials for digital platforms, ensuring content is tailored to national, provincial, and community-level audiences;
- Coordinate the development and implementation of capacity building, including coaching and mentoring, to build knowledge management, communication, and other relevant skills and competencies of the PMU, MoAW, MoECC, and Lead Implementation Partners.

TOR for Office Assistant

Duration of assignment: Up to five and a half years, following successful completion of a six-month probationary period, with renewable contracts if performance is satisfactory.

Duty station: Based in Savusavu, Fiji.

Qualifications and experience

An acceptable qualification (BSc or equivalent college education), with at least three years experience in a public institution and/or the private sector, with proven skills office filing and procedures and secretarial tasks. Some knowledge of the procurement process particularly collection of quotations and inspection of delivery and maintenance of assets will be an advantage.

Good interpersonal, and communication skills, computer literate, and able to work without supervision and as part of a team.

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Responsibilities

Operating within a computerized environment, the Office Assistant will perform the following duties:

- welcoming visitors to the office;
- ensuring the office runs smoothly;
- scheduling meetings and sending meeting invites to attendees;
- maintain office files;
- assist project staff with all travel arrangements;
- assist in organizing and implementing training;
- assist in the upkeep of premises and safe keep of office supplies;
- assist in maintenance of fixed assets and providing tags to each fixed assets;
- assist in maintenance of project vehicles and ensure that regular maintenance is carried;
- assist in providing fuel to the project vehicles;
- assist in the delivery and receipt of fixed assets and supplies and certification of receipt by the PM and units concerned;
- maintain register of incoming and outgoing correspondence for the project.
- other tasks that maybe assigned by the Financial and Administration Manager and Project Director.

TOR for Project Expeditor

Qualifications & Experience: Preferably a higher degree in economics, agricultural economics, management or business administration; practical experience of at least 10 years in project financial management, planning, accounting procedures, procurement and monitoring and evaluation procedures in internationally financed projects; a good knowledge of computer applications (especially of accounting software) in the above related matters. Excellent senses of relationship and negotiations skills. Fluent in English (reading, writing and speaking).

The candidate should be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Special Qualifications: Knowledge of IFAD finances, procurement and accounting procedures.

Location: At BE-GREEN PMU in Savusavu, with travels as required to target provinces.

Duration: Assignment of up to a maximum of 4 months.

Reporting: To BE-GREEN Project Manager.

General Objective: To assist the PMU in securing an effective and smooth project start-up and in setting up all of the project management procedures and tools.

Detailed Tasks: The Project Expeditor will be responsible for undertaking the following tasks, in close cooperation with the Programme Management Unit and MoAW:

- Prepare draft advertisements for the recruitment of PMU staff for review and approval by MoAW and IFAD; prepare interview guidelines to be used by the interview panel, including evaluation and selection criteria for each post, and propose the composition of the interview panel, for approval by MoAW and subsequent no objection by IFAD; and prepare PMU recruitment to be submitted to GoF and IFAD no objection;
- In collaboration with relevant PMU staff, prepare all contracts and MoUs with Lead Implementing Partners for Component 2 and 3; establish PMU office and launch the procurement of office equipment and vehicles;
- Train the PMU staff and other interested MoAW staff dealing with contract management on: various methods of procurement and selection of service providers; technical and financial evaluation of bids; performance-based contract models to be used; and monitoring of contract execution;
- Assist the PMU in preparing the first AWPB and the revised procurement plan, and train relevant PMU staff in the preparation of these documents.
- Set up the account management, financial reporting and procurement system together with the Financial and Administrative Manager and the Procurement Officer, using appropriate accounting software and in accordance with established international practices and IFAD and GoF requirements.
- Train PMU staff in programme accounting, disbursement, financial reporting and procurement;
- Assist the Financial and Administrative Manager in setting up project accounts, expediting compliance to other pre-conditions for the release of the first fund disbursement, and preparing first withdrawal applications and SOE (Statements of Expenditures);
- Support the finalisation of the Programme Implementation Manual and Finance and Administrative Manual;

- Prepare the Framework for Good Governance, including an Internal Code of Conduct to be signed by all PMU staff, a Code of Business Ethics to be signed by all partners and beneficiaries of BE-GREEN investments and activities, and a Grievance Mechanism.

TOR for Service Provider for Conducting a Demand Assessment of Financial Services under Component 3.2

Duration of Assignment: 4 months from the date of contract signing.
Duty Station: Remote with field visits to target project areas across Fiji.
Reporting To: Rural Finance and Agribusiness Specialist, Project Management Unit (PMU).

Background

The project aims to enhance financial inclusion for micro, small, and medium enterprises (MSMEs), producer organizations (POs), cooperatives, and women/youth-led enterprises. Under Sub-Component 3.2, tailored financial products and services will be designed to address the financial needs of these beneficiaries. A comprehensive demand assessment is required to understand their financial behaviors, gaps, and opportunities, which will inform the development of appropriate financial instruments, including climate-smart financing and value chain financial products.

Objectives of the Assignment

The primary objective of the demand assessment is to:

1. Assess the financial needs, behaviors, and barriers faced by MSMEs, POs, and rural entrepreneurs in target districts.
2. Understand the demand for financial services such as credit, savings, remittance-linked products, and matching grants.
3. Identify financial gaps, opportunities for innovation, and beneficiary preferences.
4. Provide actionable recommendations for designing tailored financial products, including demand-driven pilot initiatives.

Scope of Work

The service provider will undertake the following tasks:

1. Stakeholder Engagement and Data Collection

- Engage with key stakeholders: MSMEs, POs, rural entrepreneurs, financial institutions (PFIs), and regulators.
- Conduct demand-side surveys, focus group discussions, and structured interviews to assess financial needs, practices, and barriers.
- Ensure inclusivity by capturing gender, youth, and marginalized group perspectives.

2. Demand Analysis of Financial Services

- Analyze current financial needs for savings, credit, remittances, and grants, particularly in rural contexts.
- Assess beneficiaries' capacity and readiness for cash flow-based lending and financial literacy programs.

3. Mapping Financial Behavior and Barriers

- Examine existing financial behaviors (e.g., saving patterns, credit uptake, remittance utilization).

- Identify specific barriers to access: high collateral requirements, limited product awareness, transaction costs, or institutional bottlenecks.

4. Market Opportunities and Recommendations

- Highlight opportunities for financial product development, such as:
 - Climate-smart finance solutions.
 - Value chain finance instruments.
 - Remittance-linked savings or investment products.
- Identify demand-driven pilot initiatives that align with the project's objectives and beneficiaries' needs.

5. Reporting and Action Plan

Develop an actionable recommendation framework for financial institutions and PMU to design tailored financial products.

Propose capacity-building needs for PFIs to address identified demand.

Required Qualifications and Experience

Institutional Experience:

- Minimum of 5 years' experience in conducting demand assessments, financial sector studies, or rural finance research.
- Demonstrated expertise in assessing financial ecosystems, client behaviors, and financial inclusion barriers.

Team Composition:

- Team Leader: At least 10 years' experience in rural finance, demand analysis, and financial product design.
- Financial Analyst: Expertise in assessing credit systems, savings patterns, and financial literacy needs.
- Field Coordinator: Experience in conducting rural surveys and managing field data collection.
- Data Analyst: Proven ability to analyze complex datasets and deliver actionable insights.

Technical Capacity:

Strong experience in stakeholder engagement and rural data collection.

Demonstrated ability to produce high-quality, actionable reports.

Familiarity with climate-smart finance, remittance products, and value chain finance.

Selection Criteria

The Service Provider will be selected based on:

1. Technical Proposal Quality (50%): Approach, methodology, and work plan.
2. Relevant Experience (30%): Demonstrated expertise in conducting similar studies.
3. Financial Proposal (20%): Realistic and competitive budget breakdown.

TOR for Grant Manager for Matching and Blocked Grants

Duration of Assignment: Periodically Up to five years, following successful completion of a six-month probationary period, with renewable contracts subject to satisfactory performance.

Reporting To: Project Director

Qualifications and Experience

A degree in Business Administration, Finance, Economics, Project Management, or a related field.

Minimum of 5 years' experience in grant management, financial administration, or rural development projects.

Proven expertise in implementing financial instruments, including matching grants and performance-based grants.

Experience in managing donor-funded projects, ensuring compliance with financial protocols and reporting requirements.

Strong skills in monitoring, evaluation, and reporting of financial outcomes.

Proficiency in Microsoft Office Suite and grant management tools.

Excellent communication, analytical, and organizational skills.

Demonstrated understanding of crosscutting themes such as gender inclusion, youth participation, and climate resilience.

Job Description

Under the direct supervision of the Project Director, the Grant Manager will oversee the administration, disbursement, and monitoring of Matching Grants and Performance-Based Blocked Grants under Components 2 and 3. The role focuses on ensuring that grant mechanisms are implemented in a transparent, efficient, and results-driven manner, contributing to sustainable and climate-smart investments.

Key Responsibilities

- Lead the end-to-end grant management cycle, including outreach, collection, evaluation, and approval of grant applications.
- Develop and update grant guidelines, tools, and templates to ensure smooth operations.
- Facilitate regular Technical Committee reviews to evaluate and approve grant applications.
- Ensure grants comply with project eligibility criteria, financial guidelines, and environmental/social safeguards.
- Maintain an updated database of approved grants, disbursements, and beneficiary progress.
- Monitor grant-funded activities to verify progress against agreed milestones and deliverables.
- Manage the disbursement of grant funds in milestone-based tranches, ensuring progress verification prior to subsequent releases.
- Conduct field visits to monitor on-the-ground implementation of grant-funded activities.
- Prepare quarterly and annual reports on grant performance, disbursement progress, and impact outcomes.

- Provide training and guidance to beneficiaries on grant application, utilization, and reporting requirements.
- Work with financial institutions, service providers, and MSMEs/POs to strengthen grant management capacity.
- Support the development of systems and tools to enhance beneficiaries' ability to manage funds effectively.
- Collaborate with financial institutions (PFIs) to streamline the grant process and ensure alignment with project financial mechanisms.
- Work closely with the Rural Finance and Agribusiness Specialist and Technical Committee to address challenges in implementation.
- Document and share lessons learned, best practices, and success stories to inform project learning and future programming.

Deliverables

1. Detailed grant management tools, operational guidelines, and reporting templates.
2. Approved grants database with clear records of disbursements and progress milestones.
3. Quarterly and annual reports summarizing grant performance, financial utilization, and project impacts.
4. Field verification reports, documenting compliance and beneficiary achievements.
5. Capacity-building materials and training sessions for beneficiaries.

Key Performance Indicators (KPIs)

- Timely processing and transparent implementation of Matching and Blocked Grants.
- Number of grants disbursed and progress against agreed milestones.
- Improved beneficiary capacity in managing grant funds and reporting.
- Regular monitoring and high-quality reports submitted on time.
- Documented success stories and lessons learned for knowledge management.

Reporting and Supervision

The Service Provider will report to the Rural Finance and Agribusiness Specialist in the PMU. Regular progress updates will be shared through:

- Monthly updates (via email or virtual meetings).
- Interim presentations at key reporting milestones.

The Service Provider will be selected based on:

4. Technical Proposal Quality (50%): Approach, methodology, and work plan.
5. Relevant Experience (30%): Demonstrated expertise in conducting similar services
6. Financial Proposal (20%): Realistic and competitive budget breakdown.

NATIONAL PROJECT STEERING COMMITTEE OF THE FIJI BLUE ECONOMY AND GREEN COMMUNITY DEVELOPMENT PROJECT

TERMS OF REFERENCE

1. Background

The Fiji Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) supporting the sustainable growth and resilience of Fiji's rural economy through ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and community resilience through sustainable blue and green initiatives, enhanced market access, and biodiversity protection. The programme is implemented by the Ministry of Agriculture and Waterways (MoAW), in partnership with the Ministry of Environment and Climate Change (MoECC).

Phase one of the programme is co-financed by IFAD and GEF, with a total project cost of USD 24.26 million. The IFAD funding targets Vanua Levu, Fiji's second-largest island, focusing on six districts in Cakaudrove Province, engaging 3,050 households, with a priority on women, youth, and Indigenous Peoples. The GEF funding addresses land degradation and biodiversity loss across Vanua Levu, engaging approximately 3,500 households in participatory biodiversity conservation and land restoration, agri-value chains, training, etc. Vanua Levu has historically received limited public investment, resulting in disparities in infrastructure and market access. BE-GREEN aims to transition subsistence production systems into sustainable agriculture, marine-based production, and eco-tourism investments.

Vanua Levu, comprises three provinces: Cakaudrove, Bua and Macuata. The GEF investment will support activities across all three provinces. In the first phase of this Multiphase Adaptive Programme, the IFAD investment will focus on six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu, and Vatuva. The IFAD investment will target all the 78 communities (i.e. 65 villages and 13 standalone settlements) in the target districts. The GEF investment will target all across Vanua Levu Island.

The Ministry of Agriculture & Waterways (MoAW) is the implementing agency and will be responsible for overall accountability, oversight, and coordination of the project. The Ministry of Environment & Climate Change (MoECC) will implement GEF funds in partnership with MoAW once the GEF financing is approved and released. A Project Management Unit (PMU) will be established in Savusavu and hosted by MoAW Crop Extension Division. The PMU will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance, the integration and utilization of IFAD and GEF funds, and stakeholder engagement and coordination. The PMU will have responsibility for managing the project, ensuring synergies between GEF and IFAD financing, coordination with other Government and donor-funded initiatives such as the World Bank funded Tourism Development Program in Vanua Levu), and maintaining regular consultation with the Provincial Steering Committee (PSC) and the National Project Steering Committee (NPSC).

To support the implementation of the Fiji BE-GREEN project, a NPSC and PSC will be established to guide project implementation, support coordination in Vanua Levu, ensure alignment with national priorities, and provide a venue for sharing good practices and addressing policy issues.

2. Purpose of the National Project Steering Committee

The primary purpose of the NPSC is to provide high level strategic guidance to the PMU and other project implementing partners during the implementation of Fiji BE-GREEN.

3. Roles and Responsibilities

To fulfil its purpose, the NPSC will undertake the following specific roles and responsibilities:

- To review and approve Fiji BE-GREEN's Annual Work Plan and Budget each year before submission to IFAD for No Objection 60-days before the start of the fiscal year;
- To ensure alignment of Fiji BE-GREEN planned activities with national policies outlined in the NDP 2025-2029;
- To provide oversight in ensuring accountability and transparency in all aspects of Fiji-BE-GREEN implementation;
- To review and approve annual progress reports and financial updates before submission to IFAD;
- To identify national level issues, good practices from project implementation and project learnings and channel these to appropriate decision-making bodies/authorities for intervention or awareness;
- To identify high level project risks during implementation and provide guidance to the PMU on mitigation measures;
- To peruse Reports submitted by the PSC and identify actions for implementation;
- To facilitate collaboration across relevant sectors and stakeholders; and
- To guide and support the PMU/ MOAW overcome implementation challenges/ bottlenecks through adaptive decision-making and interagency liaison.

4. Composition

The NPSC will comprise representatives from the following agencies:

- (i) Ministry of Agriculture & Waterways
- (ii) Ministry of Environment & Climate Change
- (iii) Ministry of Finance, Strategic Planning, National Development & Statistics
- (iv) Ministry of iTaukei Affairs
- (v) Ministry of Rural & Maritime Development & National Disaster Management
- (vi) Ministry of Tourism & Civil Aviation
- (vii) Ministry of Women
- (viii) Ministry of Youth & Sports
- (ix) Fiji Development Bank
- (x) Reserve Bank of Fiji
- (xi) Merchant Finance
- (xii) Soqosoqo Vaka Marama I Taukei
- (xiii) Fiji National University
- (xiv) Nature Fiji
- (xv) Conservation International
- (xvi) Cakaudrove Provincial Office
- (xvii) Bua Provincial Office
- (xviii) Macuata Provincial Office
- (xix) iTaukei Land Trust Board

The NPSC will be Co-Chaired by the Permanent Secretary of Agriculture & Waterways and Permanent Secretary of Environment & Climate Change.

Membership of the NPSC may be reviewed and adjusted periodically to reflect project needs and as agreed by the NPSC.

5. Frequency of Meeting

The NPSC will meet at least **twice annually**:

- The first meeting is proposed for the second quarter of each project year to review implementation progress; and
- The second meeting is proposed for the third quarter of each project year to review and endorse the AWPB for the next project year.

Additional ad hoc meetings may be convened by the NPSC as needed.

Meeting papers will be circulated at least **two weeks prior** to the meeting.

The PMU will provide Secretarial support to the NPSC. The NPSC will convene its meetings in Suva.

6. Reporting and Communication

The PMU through the MOAW will be the point of contact with the NPSC. Decisions taken by the NPSC will be actioned by the PMU through the MOAW and MECC.

As Secretariat to the NPSC, the PMU will document, share and store all correspondences, meeting documents, including meeting meetings and action points from the NPSC meetings.

7. Duration

The NPSC will be active for the full duration of the Fiji BE-GREEN project.

PROVINCIAL STEERING COMMITTEE OF THE FIJI BLUE ECONOMY AND GREEN COMMUNITY DEVELOPMENT PROJECT

TERMS OF REFERENCE

1. Background

The Fiji Blue Economy and Green Community Development (BE-GREEN) Programme is a Multiphase Adaptive Programme (MAP) supporting the sustainable growth and resilience of Fiji's rural economy through ecosystem management and profitable economic initiatives. The development objective is to improve rural livelihoods and community resilience through sustainable blue and green initiatives, enhanced market access, and biodiversity protection. The programme is implemented by the Ministry of Agriculture and Waterways (MoAW), in partnership with the Ministry of Environment and Climate Change (MoECC).

Phase one of the programme is co-financed by IFAD and GEF, with a total project cost of USD 24.26 million. The IFAD funding targets Vanua Levu, Fiji's second-largest island, focusing on six districts in Cakaudrove Province, engaging 3,050 households, with a priority on women, youth, and Indigenous Peoples. The GEF funding addresses land degradation and biodiversity loss across Vanua Levu, engaging approximately 3,500 households in participatory biodiversity conservation and land restoration, agri-value chains, training, etc. Vanua Levu has historically received limited public investment, resulting in disparities in infrastructure and market access. BE-GREEN aims to transition subsistence production systems into sustainable agriculture, marine-based production, and eco-tourism investments.

Vanua Levu, comprises three provinces: Cakaudrove, Bua and Macuata. The GEF investment will support activities across all three provinces. In the first phase of this Multiphase Adaptive Programme, the IFAD investment will focus on six districts in the Cakaudrove Province: East Wailevu, Koroalau, Navatu, Naweni, Savusavu, and Vatuova. The IFAD investment will target all the 78 communities (i.e. 65 villages and 13 standalone settlements) in the target districts. The GEF investment will target all across Vanua Levu Island.

The Ministry of Agriculture & Waterways (MoAW) is the implementing agency and will be responsible for overall accountability, oversight, and coordination of the project. The Ministry of Environment & Climate Change (MoECC) will implement GEF funds in partnership with MoAW once the GEF financing is approved and released. A Project Management Unit (PMU) will be established in Savusavu and hosted by MoAW Crop Extension Division. The PMU will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance, the integration and utilization of IFAD and GEF funds, and stakeholder engagement and coordination. The PMU will have responsibility for managing the project, ensuring synergies between GEF and IFAD financing, coordination with other Government and donor-funded initiatives such as the World Bank funded Tourism Development Program in Vanua Levu), and maintaining regular consultation with the Provincial Steering Committee (PSC) and the National Project Steering Committee (NPSC).

To support the implementation of the Fiji BE-GREEN project, a NPSC and PSC will be established to guide project implementation, support coordination in Vanua Levu, ensure alignment with national priorities, and provide a venue for sharing good practices and addressing policy issues.

2. Purpose of the Provincial Steering Committee

The primary purpose of the PSC is to support implementation and coordination in Cakaudrove Province. The PSC will provide a platform for addressing challenges and constraints at the field level, promoting solutions, building knowledge on successful experiences from BE-GREEN and other initiatives, and supporting public-private policy dialogue

3. Roles and Responsibilities

To fulfil its purpose, the PSC will undertake the following specific roles and responsibilities:

- To keep track of the implementation of the Fiji BE-GREEN's Annual Work Plan and Budget each year, identifying challenges, bottlenecks and lessons.
- To provide oversight in ensuring accountability and transparency in all aspects of Fiji-BE-GREEN implementation;
- To review progress reports and financial updates before submission to NPSC;
- To identify sectoral level issues, good practices from project implementation and project learnings and channel these to appropriate decision-making bodies/authorities for intervention or awareness;
- To identify high level project risks during implementation and provide guidance to the PMU on mitigation measures;
- To facilitate collaboration across relevant sectors and stakeholders; and
- To guide and support the PMU/ MOAW overcome implementation challenges/ bottlenecks through adaptive decision-making and interagency liaison.

4. Composition

The NPSC will comprise representatives from the following agencies:

- (i) Ministry of Agriculture & Waterways, Savusavu Office
- (ii) Ministry of Fisheries, Savusavu
- (iii) iTaukei Affairs Board, Roko Tui Cakaudrove
- (iv) Savusavu District Office
- (v) Savusavu Ministry of Youth & Sports
- (vi) Fiji Development Bank, Savusavu Branch
- (vii) Merchant Finance, Savusavu Branch
- (viii) Soqosoqo Vaka Marama I Taukei ni Cakaudrove
- (ix) Cakaudrove Provincial Office
- (x) iTaukei Land Trust Board
- (xi) Agro Marketing Authority, Savusavu
- (xii) Koko Mana
- (xiii) Na Vua Liku Project, World Bank PMU, Savusavu
- (xiv) Savusavu Tourism Association
- (xv) Cakaudrove Provincial Youth Association

The PSC will initially be Chaired by the representative from the Ministry of Agriculture & Waterways such as the Principal or Senior Agricultural Office. At its first meeting, the PSC will choose a Non-Government representative to Chair the meeting.

Membership of the PSC may be reviewed and adjusted periodically to reflect project needs and as agreed by the PSC.

5. Frequency of Meeting

The PSC will meet at least **quarterly each year**:

- The Quarter 1 meeting is proposed to focus on reviewing implementation progress of the previous year, identifying learnings for the new year, and identify potential case studies;
- The Quarter 2 meeting is proposed to focus on implementation progress of the current year and making adjustments as necessary to ensure progress remain on track and effective;
- The Quarter 3 meeting will focus on planning the activities for the new year based on what has been achieved to-date and what is proposed.
- The Quarter 4 meeting will focus on taking stock of implementation progress, and preparing for implementation in the following year.

Additional ad hoc meetings may be convened by the PSC as needed.

Meeting papers will be circulated at least **one week prior** to the meeting.

The PMU will provide Secretarial support to the PSC. The PSC will convene its meetings in Savusavu.

6. Reporting and Communication

The PMU through the MOAW will be the point of contact with the PSC. Decisions taken by the PSC will be actioned by the PMU through the MOAW and MECC.

As Secretariat to the PSC, the PMU will document, share and store all correspondences, meeting documents, including meeting meetings and action points from the PSC meetings.

7. Duration

The PSC will be active for the full duration of the Fiji BE-GREEN project.

Appendix 6: Implementation Agreements*

Appendix 7: Code of Conduct of Project Parties (2023)*

Appendix 8: Financial Management Manual (to be finalised by the PMU with support from the FO)*

Contents

Glossary of terms

- 1.Introduction.
- 2.Project cycle and financial management activities
- 3.Pre-implementation activities
- 4.IFAD Anticorruption policy.
- 5.FM organisational structure, roles and responsibilities
6. Planning and budgeting.
7. Internal controls
8. Flow of funds
9. Accounting.
10. Cash flow forecasting.
11. Disbursements
12. Processing of payments
13. Financial Reporting.
14. Audit matters
15. Records Management
16. Fixed Asset Management
17. IFAD financial management support
18. Project completion and closure.
19. IFAD Financing agreements – amendments and budget reallocations
20. Useful links
21. Annexures

Glossary of terms:

AR	Audit Report
AWPB	Annual Work and Plan Budget
DCFMU-MOF	Debt & Cash Flow Management Unit, Ministry of Finance
DA	Designated Account
INTOSAI	The International Organization of Supreme Audit Institutions
LTB	Letter to the Borrower
FIFO	First in First out
FO	Finance Officer
FMDB	Financial Management Dashboard
FAM	Financial and Administrative Manager
GOF	Government of Fiji
FMIS	Financial Management Information Systems
GEF	Global Environment Facility
Fiji BE-GREEN	Fiji Blue Economy and Green Village Project
LPA	Lead Project agency
MOE	Ministry of Environment
MoU	Memorandum of Understanding
MOAW	Ministry of Agriculture and Waterways

MOF	Ministry of Finance
ML	Management letters
PIM	Project Implementation Manual
PFMD	Procumbent and Financial Management Division
PMU	Project Management Unit
PDR	Project Design Report
PD	Project Director
Q-IFR	Quarterly Interim Financial Reports
RBF	Reserve Bank of Fiji
RIE	Request to incur expenditure
SOE	Statements of Expenditures
TM	Technical Managers
USD	United States Dollars
WA:	Withdrawal Application

1.Introduction

The Project is jointly implemented by Ministry of Agriculture and Waterways (MoAW)-Fiji, the Lead Project Agency under the terms and conditions of the financing agreement signed between the Ministry of Finance (MoF), Fiji and IFAD.

A Project Management Unit (PMU) will be established in Savusavu-Fiji and will be embedded in MoAW Crop Extension Division. The PMU will be responsible for carrying out Fiji GREEN implementation and will be fully accountable for project performance and the integration and utilization of IFAD and GEF funds. Its responsibilities will include: (i) providing strategic guidance to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report (PDR); (ii) ensuring the financial and administrative management of project resources in line with IFAD Loan Agreement and GEF Grant Agreement, as well as IFAD and GEF rules; (iii) planning project activities in consultation with project stakeholders; (iv) procuring project-related services and supplies; (v) coordinating project activities with the various project partners; (v) securing M&E and KM in relation to all activities; and (vi) promoting inclusive approaches and the mainstreaming of targeting and gender requirements in all of the project activities.

On behalf of MoAW, the PMU will establish an MoU with MoE to define partnership modalities for Fiji BE-GREEN implementation and successful integration of IFAD and GEF financing.

The PMU will be led by a Project Director (PD), who will have responsibility for managing the whole project, ensuring synergies between GEF and IFAD financing, ensuring coordination with GoF and other donors' funded projects activities (particularly the World Bank Tourism Development Program in Vanua Levu) to allow complementarity and avoid duplication; and ensure regular consultations with the Provincial and the National Steering Committees.

The Project Director will be supported by two Technical Managers (TM), who will oversee and support the implementation of GEF-and IFAD-related activities, respectively, and will each lead a technical team. A back-office team jointly financed by IFAD and GEF resources will support overall project implementation.

PMU will have the responsibility to implement sound financial management practices. This financial manual outlines the financial management processes and procedures to be implemented by PMU during the duration of the Project.

PMU will use other implementing agents to implement specific sub-components. PMU will enter into MoUs with these agencies which will outline the financial management roles and responsibilities of each party.

Refer to section xxx of the PIM for an overview of the implementation arrangements.

(update diagram in line with final PIM)

Reference material

This document should be read together with the:

- ü Financial Management Act 2004 and Subsidiary Legislation-The Law of Fiji
- ü Project financing agreement entered into between the Borrower and IFAD
- ü Financial Management and Financial Control Letter
- ü IFAD General Conditions for Agricultural Development Financing
- ü IFAD Handbook for Financial Management and Financial Control
- ü IFAD Handbook on Financial Reporting and Auditing of IFAD-funded projects
- ü IFAD financial management e-learning
- ü Revised IFAD policy on preventing fraud and corruption in its activities and operations (December 2018)
- ü IFAD Loan Disbursement Handbook
- ü Guidelines for Internal Control Standards for the Public Sector (INTOSAI GOV 9100-9199) Revised Cash Basis IPSAS.

Updates and changes to financial management arrangements

Fiji BE-GREEN is an IFAD-funded Project, therefore, in line with IFAD's efforts to capacitate and support projects, this section was developed during the project design process. It is envisaged that ongoing improvements and updates to financial management arrangements be updated in this section of the PIM under supervision of the Financial and Administrative Manager and subject to IFAD no objection.

Project summary

Project name	Fiji Blue Economy and Green Village Project (Fiji BE-GREEN)
Financiers, contributors, facilities	IFAD; GEF 8 Star; Fiji- Government; Project Beneficiaries and the private sector.
Project effective date	
Implementation period	2025-2030
Project completion date	
Project closure date	

2. Project cycle and financial management activities

The Financial Management and Administration Manager of PMU will have final responsibility for the execution of the financial management activities at each stage of the Project cycle as outlined below:

FM activities at each stage of the Project cycle

Start-up	Implementation	Project closure and completion
§ Fill staff vacancies	§ Ongoing improvements to the Financial Manual	§ IFAD Specific completion and closure procedures
§ Implement project	§ Budgeting	§ Final audit
§ accounting software	§ Accounting	§ Asset and inventory handover
§ Identify possible customisations and implement (related to financial reporting)	§ Disbursements and withdrawals	§ Budget wrap up
§ Preparation of first annual work plan and budget	§ Record keeping	
§ Opening of bank accounts i.e. two Designated Accounts (DAs-one for Loan and One for GEF Grant) in USD and Operating Accounts in Fiji Dollars	§ Internal controls	
	§ Cash flow forecasting	
	§ Auditing	
	§ On-going training	
	§ Implement performance evaluation	
	§ Financial reporting to IFAD	

§ Start-up FM training		
§ Attend anticorruption workshop hosted by IFAD.		
§ PMU: conclude MOUs with implementing agencies		

IFAD ongoing support

NB: The PMU Financial Management and Administration Manager will have the final responsibility to prepare consolidated financial reports for submission to IFAD. Refer to 13. for more detail.

3.Pre-implementation activities

During the start-up of the Project it is recommended that Project staff undertake the following activities. These activities are recommended to ensure that Project staff are well informed and knowledgeable with regards to the financial management aspects of the Project once implementation commences:

Activity	Overview
Financial management staff appointment	• Fill vacancies within PMU to ensure that both agencies are capacitated to manage the Project. Refer to 5. for the proposed organogram.
Accounting software	§ The Project's accounts will be maintained with computerized accounting software, i.e., FMIS for recording transactions and generating IFAD's required financial reports. § Accounting software will be installed or depending on the available functions in the accounting software and configured to meet the project FM operation and reporting. § Incorporate correct chart of accounts (including categories and components) in line with the detail in Schedule 2 of the Financing agreement with IFAD. § Upload the approved budget to the accounting software for the purposes of budgeting/monitoring.
Open bank accounts	§ Two Designated Accounts (DAs) in USD for BE-GREEN Project will be opened at the Reserve Bank of Fiji (RBF), the Central Bank, with the authorization of the Ministry of Finance (MOF) Treasury Division to receive funds from IFAD. With the approval of the MOF, the MOAW PMU will open two Project Operating Accounts in Fiji Dollars for loan and grant at a commercial bank, to receive funds from the Project's DAs. § The Financial Management and Administration Manager, with the assistance from the MOAW; MOE and MOF, will be responsible for the opening of the Designated Account (s) and Project Operating bank accounts. § Refer 8.1 for overview of required bank accounts.
<i>Preparation of first annual work plan and budget</i>	§ PMU-Financial Management and Administration Manager will be responsible for the compilation of the first Annual Work plan and Budget, as directed by the Project Director and Manager, subject to IFAD no-objection. This budget will be a consolidation of the budgets obtained from PMU and other partners, following the process as outlined in 6.

<i>Staff training and capacity building</i>	§ Newly appointed PMU financial Management staff (Financial Management and Administration Manager and Assistant) will be required to complete the IFAD FM e-learning and submit completion certificates to IFAD within 1 month of date of appointment. Refer 1 for link to training. § All staff are required to study the project related documents at project start-up. **Other training at project start-up: ○ PMU Financial management training workshop for all implementing agencies. <i>This training to be presented by the PMU Financial Management and Administration Manager. Training to focus on PMU requirements (monthly reporting, document retention ect.) and cover practical issues / lessons learnt.</i> ○ PMU train-the trainer financial management workshop for all staff. <i>(staff who are responsible for presenting financial management training to community groups).</i>

****Start-up training to be repeated on an annual basis.**

4. IFAD Anticorruption policy

The management of Project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to (as defined in the IFAD anticorruption policy):

§ Corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.

§ Fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.

§ Collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.

§ Coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Projects financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The primary responsibility for enforcing the Anticorruption Policy lies with the project, and the first defence for

controls shall be exercised by Project staff and counterparts Pursuant to this, the project shall have the responsibility to incorporate pertinent provisions of the Anticorruption Policy in its contracts with Project staff, cooperating/s, and suppliers/consultants.

It is the Project Director and the Project Financial and Admin Manager's responsibility to make sure that all Project staff are aware of IFAD's and the National's anticorruption policies and whistle blowing procedures.

project can contact the IFAD Officer of Audit and Oversight to report events.

How to contact the IFAD Office of Audit and Oversight?

All communications are treated with the utmost CONFIDENTIALITY.

By phone: +39 06 54592888

By fax: +39 06 54597888

By e-mail: anticorruption@ifad.org

Through the online complaint form:

www.ifad.org/governance/anticorruption/how.htm

In person or by mail to:

IFAD Office of Audit and Oversight, Investigation Section

Via Paolo di Dono, 44

00142 Rome, Italy

(Mark all mail "Personal and confidential")

5. FM organisational structure, roles and responsibilities

5.1 Overview of FM organisational structure (PMU will update later)

PROJECT MANAGEMENT UNIT	
RESPONSIBILITIES	COMPOSITION

- Carry out Fiji BE-GREEN implementation responsibilities and fully accountable for project performance and the use of funds - Provide strategic guidance to ensure that all project implementation partners develop activities along a common, coherent approach in line with the Project Design Report - Ensuring the financial and administrative management of project resources in line with the Loan Agreement and IFAD rules - Planning project activities in consultation with project stakeholders - Procuring project-related services and supplies - Coordinating project activities with the various project partners - Promoting inclusive approaches and the mainstreaming of targeting and gender requirements in all of the project activities - Establishing MoUs with each of the cooperating agencies to define respective responsibilities	PMU Front Office 1: Project Director Loan Fund: 1: IFAD Technical Manager 1: GESI Officer 1: Grant Manager 1: Rural Finance and Agribusiness Specialist Grant Fund: 1: GEF Technical Manager 1: Environment and Climate Change Specialist Back-office 1: Financial Management and Administration Manager; 1: Financial Management and Administration Assistant 1: Procurement Officer 1: Procurement Assistant 1: M&E Officer 1: Knowledge Management Officer 1: Office Assistant

5.2 FM staff - key roles and responsibilities

Detailed job descriptions for the Financial Management and Administration Manager and Financial Management and Administration Assistant Refer: A21.2 and , 21.3

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}.

6. Planning and budgeting

Project financing has been approved in line with the following expenditure components and categories which will be an important reference for preparation and monitoring of the AWPB and progress in line with the approved financing agreements:

Components	Expenditure categories
Component 1: Mainstreaming Integrated Island Management	
Component 2: Sustainable and market-oriented production from resilient systems	
Component 3 : Inclusive access to market and finance	
Component 4: Policy and institutional environment	

[INSERT TABLES FROM ANNEX 2 OF FINANCING AGREEMENT]

The PMU-Financial Management and Administration Manager will be responsible for preparing a consolidated AWPB with input from the PMU technical team and by obtaining the individual budgets from both PMU and other implementing agencies. PMU and the other implementing agencies are required to prepare a budget for the components/sub components for which they are responsible. The budget is prepared in Excel using the required format as outlined in 21.1. A bottom up approach is required, whereby budgets are compiled from the community level upwards. The Financial Management and Administration Manager shall start with the AWPB process with sufficient time to seek IFAD no objection as required in terms of the financing agreement.

Once the AWPB has been developed and approved, it must be inserted in the budget module of the accounting system (i.e. FMIS) of each of the agencies for the purposes of monitoring actual implementation in line with the budget. Each agency should monitor budget to actual expenditure for their individual components/subcomponents at least once a month. PMU should monitor the consolidated budget to actual performance on a quarterly basis with input from PMU and the smaller implementing agencies.

The Financial Management and Administration Manager needs to ensure that consolidated expenditure per category is in line with the approved totals in the Financing Agreement. If the budget monitoring process indicates and expected over-expenditure on one or more of the cost categories, the Project will have to obtain a no objection from IFAD, allowing a reallocation amongst categories.

For information on how to prepare the AWPB (including the roles and responsibilities of various stakeholders and approval processes) refer to the PIM.

7. Internal controls

7.1 Overview of internal controls

It is recommended that the Financial and Administrative Manager of PMU consider the guidance outlined in *Guidelines for internal controls for Public Sector Entities (INTOSAI*

GOV 9100) when developing/improving the system of internal control (*also see COSO Integrated Framework – Internal Control*).

In terms of the Guidelines for Internal Control Standards for the Public Sector (INTOSAI GOV 9100-9199):

Internal control is an integral process that is effected by an entity’s management and personnel and is designed to address risks and to provide reasonable assurance that in

pursuit of the entity’s mission, the following general objectives are being achieved:

- ü *executing orderly, ethical, economical, efficient and effective operations;*
- ü *fulfilling accountability obligations;*
- ü *complying with applicable laws and regulations;*
- ü *safeguarding resources against loss, misuse and damage.*

Internal control is a dynamic integral process that is continuously adapting to the changes an organisation is facing. Management and personnel at all levels have to be involved in this process to address risks and to provide reasonable assurance of the achievement of the entity’s mission and general objectives.

At project start-up it is recommended that the Financial Management and Administration Manager of PMU use the general framework for considering the internal control environment with the intention of improving the control environment. In terms of the general framework:

- 1) Perform a risk assessment
- 2) Develop control activities which address identified risks (or improve existing control activities)
- 3) Implement control activities (by documenting controls, updating the information systems, communicating to relevant parties)
- 4) Develop a system for monitoring the effectiveness of controls implemented

Control activities should be developed with consideration of the following categories:

Control activities	Description
<i>Authorisation and approval procedures</i>	Authorisation controls require certification that a transaction or event is acceptable for further processing. The delegated authority of staff should ensure efficient implementation while mitigating related risks. Authorisation levels of Project staff should be in line with their underlying roles. For example, only the Project director may be authorised to approve payments.

<i>Segregation of duties</i>	An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. For example, an Accountant might prepare a document, but it would then be reviewed and cleared by the Financial Management and Administration Manager, and then approved by the Project Director. It is the Financial Management and Administration Manager's responsibility to ensure that certain duties are segregated, including authorising, processing, recording and reviewing.
<i>Access to resources and records</i>	All data, records and assets should be kept in a physically secure environment. Petty cash should be kept secure. Financial data and other records should also be protected by back up procedures and copy records should be stored securely off site.
<i>Verifications</i>	Transactions and significant events are verified before and after processing, e.g. when goods are delivered, the number of goods supplied is verified with the number of goods ordered. Afterwards, the number of goods invoiced is verified with the number of goods received.
<i>Reconciliations</i>	Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The reconciliations should be done on a monthly basis. Any reconciling or balancing amounts should be promptly cleared. Unusually long outstanding reconciling items should be investigated. Physical checks should also be performed on assets and petty cash.
<i>Reviews of operating performance</i>	Operating performance is reviewed against a set of standards on a regular basis, assessing effectiveness and efficiency. If performance reviews determine that actual accomplishments do not meet established objectives or standards, the processes and activities established to achieve the objectives should be reviewed to determine if improvements are needed.
<i>Reviews of operations, processes and activities;</i>	Operations, processes and activities should be periodically reviewed to ensure that they are in compliance with current regulations, policies, procedures, or other requirements.
<i>Supervision</i>	Competent supervision helps to ensure that internal control objectives are achieved. This includes assigning, reviewing, and approving an employee's work.

<i>Information technology controls</i>	<i>and related</i>	Information and technology controls can be both general and related to applications. The major categories of general controls are (1) entity-wide security program planning and management, (2) access controls, (3) controls on the development, maintenance and change of the application software, (4) system software controls, (5) segregation of duties, and (6) service continuity. Application controls are the structure, policies, and procedures that apply to separate, individual application systems, and are directly related to individual computerized applications. These controls are generally designed to prevent, detect, and correct errors and irregularities as information flows through information systems.

Project should reach an adequate balance between detective and preventive control activities. Corrective actions are a necessary complement to control activities in order to achieve the objectives.

The Financial Manual incorporates practical guidance on recommended control activities in the sections that follow which can be considered by the Financial Management and Administration Manager of PMU when developing/improving internal controls.
New/improved controls should be documented in detail in the Financial Manual Controls should be considered at both the central offices and Implementing Partner offices.

7.2 Authorisation and approval

- ü Each payment to be uploaded to system on an approved payment request
- ü Payments released on on-line banking platform by 2 authorised signatories (by using authorized log-in credentials)

7.3 Segregation of duties

- ü Payment requests prepared by Financial Management and Administration Assistant
- ü Payments reviewed/approved by Financial Management and Administration Manager; Project Director and Director of Finance/Permanent Secretary of MOAW-Fiji
- ü Payments recorded in Accounting software/FMIS by Financial Management and Administration Assistant
- ü Payments released by authorised signatories (The Financial and Administrative Manager; Project Director and Director of Finance/Permanent Secretary of MOAW-Fiji)

7.4 Access to resources and assets

- ü Financial Management Office to be locked after hours and key retained by the Financial Management and Administration Manager

- ü Other project offices locked after hours are when not in use

7.5 Verifications

- ü Semi-annual fixed asset verifications (register to floor and floor to register)

- ü Fixed assets are tagged with unique number or barcode

7.6 Reconciliations, reviews, supervision

The following reconciliations, checks, monitoring and review activities should be prepared on a monthly basis (PMU central office level):

Type	Description	Preparer	Reviewer (signed by)
<i>Designated account bank reconciliation</i>	Reconciliation of the bank balance of the designated accounts to the cash book balance. (IFAD Financial Management and Financial Control Letter – IFAD FMFCL)	Finance and Administrative Assistant	The Financial Management and Administration Manager
<i>Transit accounts / interest accounts / tender accounts reconciliations (local currency)</i>	Reconciliation of the bank balance of the project accounts to the cash book balance.	Finance and Administrative Assistant	The Financial Management and Administration Manager
<i>Petty cash reconciliation</i>	Reconciliation of petty cash to relevant cash book.	Finance and Administrative Assistant	The Financial Management and Administration Manager
<i>Petty cash spot checks</i>	Financial Management and Administration Manager to undertake random spot checks of petty cash (compare cash balance to petty cash book)	Finance and Administrative Assistant	The Financial Management and Administration Manager
<i>Advance justifications</i>	Clear all outstanding advances within 2 days of each quarter (received and record approved expenditure) and follow up on long overdue items for which	Finance and Administrative Assistant	The Financial Management and Administration Manager/

	invoices/supporting documentation has not been received.		Director of Finance/Permanent Secretary of MOAW-Fiji
<i>Review of monthly reports from Implementing agencies</i>	Obtain monthly reports from Sub-Partner and confirm: - ü Report was approved by IA Director/ Director of Finance/Permanent Secretary of MOAW-Fiji - ü Bank balances agree to bank statement / bank reconciliation - ü Petty cash balances agree to petty cash reconciliation - ü Listed expenses are supported by valid invoices and other supporting documentation (review original documentation) - ü All advances from PMU are recorded in line with advances recorded in Accounting software - ü Expenses have been incurred in line with the approved AWPB	Sub-Partner	The Financial Management and Administration Manager/ Director of Finance/Permanent Secretary of MOAW-Fiji
<i>Quarterly and Monthly internal report</i>	Prepare internal reports for the purposes of monitoring project progress and identifying issues. Refer section 13.7.	Finance team	Project Director/ Director of Finance/Permanent Secretary of MOAW-Fiji

In all instances, issues identified during the review/reconciliation process should be followed up and resolved in a timely manner.

7.6 Information and technology related controls

- ü Password is required to log into Accounting Software

- ü Accounting Software to require password change on a regular basis
- ü User rights are defined and documented and linked to log-in credentials
- ü Daily back-up of Accounting Software data on server
- ü Sensitive information (e.g. payroll files) are password protected
- ü Regular software updates are undertaken to ensure that Accounting Software is supported by technical team at FMIS
- ü Offsite backup of data on a weekly basis
- ü Financial Management staff are not allowed to share FMIS passwords or use login credentials of another
- ü Desktop access requires login with a password
- ü Operating system software updates are performed regularly
- ü Use authorised signatory to have log-in credentials for on-line banking

7.7 Internal control environment – implementing agencies

The Financial Management and Administration Manager of PMU will be responsible for the assessment of the internal control environment of implementing agencies which report to it. In terms of the MOUs, it will be required that implementing agencies perform an annual self-assessment of their financial management arrangements are outlined in reporting template. It is recommended that the Financial Management and Administration Manager use the information contained in this section to consider the soundness of the internal control environments and provide guidance on improving controls if weaknesses are identified.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>

8. Flow of funds

8.1 General flow of funds arrangements:

- ü PMU will both have the ability to request funds from IFAD and other financiers (via withdrawal application process) for the components which it is responsible.
- ü IFAD funds will be disbursed in USD to designated accounts opened with the Reserve Bank of Fiji (RBF), the Central Bank, with the authorization of the Ministry of Finance (MOF) Treasury Division to IFAD satisfaction.
- ü A designated account will be opened for each facility (IFAD loan, GEF grant)- therefore 2 USD accounts for PMU.

ü With the approval of the MOF, the MOAW PMU will open two Project Operating Accounts in Fiji Dollars for loan and grant at a commercial bank, to receive funds from the Project's DAs and used for project payments.

ü Daily transfers to the transit accounts (Fiji Dollars) will be based on project cash flow needs as determined by the Fiji BE-GREEN Project accounting software.

ü A dedicated Interest Account will be opened in USD for the purposes of receiving interest on the designated accounts. (proceeds in these accounts to flow back to MoF)

ü A dedicated tender account will be opened in USD (and other currencies) for the purposes of receiving tender related payments (purchase of bids documents)

ü Implementing agencies reporting to PMU to submit written requests for funds. Funds advanced to implementing agency bank accounts and recorded as advances until justified.

ü IFAD may make direct payments to suppliers.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

The flow of funds for PMU is depicted below:

FOR IFAD LOAN AND GEF GRANT FUNDS

IFAD:

Loan and GEF Grant Funds (USD)

INITIAL DEPOSIT (Advance Account)

**Two Designated Accounts one for Loan and one for Grant (in USD)
(USD)**

Project

RBF informs DCFMU and BE-GREEN

DCFMU-MOF

PMU-FO request.

Transfers to Project Operating A/c upon

Project Operating Accounts of MoAC: One for Loan and one for Grant (FJD)

Funds released against RIEs.

**Project Management
Expenses**

**Vendors and
Service Providers**

Expenditure data

Expenditure data

WA Preparation by PMU- FO, signed by PD; PM; and FO, sent to DCFMU-MOF for submission to IFAD.

Community level activities and flow of funds:

ü Enter details if applicable

8.2 Petty cash account

In addition to the bank accounts as per above, PMU will operate a petty cash account in currency. The purpose of the petty cash is to allow PMU to make payments for low value items in a quick and efficient manner. Payments through petty cash will only be allowed for amounts up to amount – currency.

8.3 Authorised bank signatories

All bank accounts will have 3 authorised signatories. All bank transfers will be required to be released by 2 authorised signatories.

9. Accounting

9.1 Accounting system

Most of the Project activities result in the receipt, commitment or expenditure of funds. The accounting system records, processes and organizes this data in order to produce useful financial information in the form of AWPB, Financial Reports, Withdrawal Applications, Financial Statements etc. needed by the financier and project management. MOF and MOAW will follow the government Financial Management Act 2004 and Finance Instructions 2010 laws of the Government of Fiji and a financial manual 2017, for IFAD-funded project execution and financial management. Accounts of the Project will be maintained using the Government FMIS systems for capturing transactions and providing IFAD's required financial reports. GoF finance and accounting policies and IFAD guidance will be embedded in the PIM. The PMU will adopt the cash-basis International Public Sector Accounting Standards (IPSAS) for financial reporting, with an eventual move towards accrual accounting in the future, which are accounting policies acceptable to IFAD. Financial reporting for the programme will be done through quarterly interim financial reports (IFRs) in accordance with IFAD guidelines (Refer: A21.4). To simplify financial reporting, all necessary information will be coded into the FMIS system, so that financial reporting would simply involve extracting data from the accounting system with slight modifications. PMU will keep a complete set of supporting records, including a Fixed Assets Register, an Invoice Register, a Cash Book, and a Contracts Register. To reduce fraud risks and ensure the proper execution of IFAD's anti-corruption policy, necessary measures will be implemented and assessed on a regular basis. PMU shall deliver quarterly IFRs that are due within 30 days of each quarter's closing, showing progress under each component and expenditure area, reconciled with the bank, unaudited financial statements for each fiscal year within four months of the close of the financial year and audited financial statements, audit reports (AR) and management letters (ML) to IFAD within six months of the close of the fiscal year (i.e., end of July each year).

9.2 Centralised accounting and FMIS at PMU:

The accounting function will be centralised at PMU and maintained under the supervision of the respective Financial Management and Administration Manager.

PMU will consolidate the accounting transactions from the various implementing agencies on a monthly basis by receiving each agency's transactions in monthly report format. PMU

will record the transactions on a manual basis in the FMIS accounting software and clear related advances.

(NB: Advances to implementing agencies are recorded in project accounting software (indicating the relevant implementing agency only). Only once advances are cleared, expenses are recorded at the historical exchange rate / within the correct component and expenses category).

PMU will centrally manage the accounting of transactions. Each Implementing Partner will be responsible for recording its transactions in project accounting software which will automatically update to the central FMIS accounting software daily.

9.3 Project Accounting software

Project Accounting software will be used for the BE-GREEN project. PMU will configure a dedicated module in its existing accounting software. At project start-up the Financial Management and Administration Manager should identify required customization to ensure that Accounting software can generate forms/reports in the formats required by IFAD and/or other financiers.

9.4 Chart of accounts

The accounting software should include the appropriate Chart of Accounts. The Chart of Accounts should be developed to cater for:

- § All components and sub-components are incorporated in the AWPB (outlined in the financing in agreement)
- § All categories as outlined in the financing agreements
- § Sources of finance (Government, IFAD, Beneficiaries)
- § Sub categorisation to cater for activities at the various states

The Chart of Accounts should mirror the cost tables (as presented in the Project design report and section 1 of this manual) to enable comparison of actual Project costs during implementation with those estimated during the Project preparation.

9.5 Recording and processing of transactions

Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software. Transactions are recorded on the cash basis of accounting which requires the recognition of cash flows when they occur (inflows and outflows).

Each transaction should be recorded in the accounting software based on the following:

- § Use IPSAS Cash basis of accounting (debit and credit, with cash always being one of the entries)

§ Capture the transaction using the correct account code (as determined by the chart of accounts) – for all transactions, to be confirmed by the Financial Management and Administration Manager.

§ Capture transactions which has the required supporting documentation

§ Capture information accurately and completely.

For detailed instructions on how to record the expenditures in the accounting software, please refer to the accounting user manual.

9.7 Accounting for in-kind contributions

In terms of the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects, BE-GREEN project is required to account for and disclose in-kind contributions. In order to meet this requirement, the Project is required to measure contributions as outlined below and record in the accounting system.

It is expected that the following in-kind contributions will be received by BE-GREEN as outlined in section xxx of the PIM:

When recording the in-kind contributions, it is important that the in-kind contributions are classified according to the same principles as regular Project expenditures; that is, every contribution must be by linked to an activity/component, by category and by financing source (government and/or beneficiaries) to ensure that consolidated financial reports can be produced without any extra effort.

In-kind contributions should be disclosed separately in the financial statements. The notes of the financial statements should also briefly explain the methodology of how it was calculated. On the other hand, when in-kind contributions cannot be reliably measured, for example the use of office space, then these should also be discussed in the notes to the Project financial statements.

NB: Government will pay for project related taxes. This is not considered in-kind unless Government provides and exemption instead of transferring the tax portion to the BE-GREEN project.

9.8 Accounting for exchange rate matters

When claiming expenditures in local currency in Withdrawal Applications or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in USD) to the local currency account. Subsequent expenditures should be recorded on the First in First Out basis.

For example:

Conversion of local currency expenditures funded from the designated account.

§ IFAD transfers funds to the Designated Account (in USD) as per the approved WA

§ A portion of the funds in the Designated Account (usually the estimated local currency expenditures of the Project for the next 3 months) is transferred to the transit account in the local currency and is topped up as the need arises

§ Local currency expenditures are then funded from the transit account.

§ When justifying the local currency expenditures to IFAD, these expenditures are converted into the denomination of the designated account, using the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account to the Project Operating Account.

9.10 Accounting for advances

The Project may make advances (petty cash, travel related, advances to implementing agencies etc.) either in the form of cash or by bank transfer.

In terms of accounting for advances:

§ Advances are recorded in the accounting system at the date that the advance is made, subject to the required approval process.

§ The transaction is not recorded as an expenditure (in terms of categories, components) on this date.

§ All advances should be cleared in a timely manner by the submission of original invoices.

§ All outstanding advances should be cleared by no later than 10 days after the end of the fiscal year-end.

§ In terms of the cash basis of accounting advances at the end of the period should be expensed and disclosed in the financial report.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

10. Cash flow forecasting

Project cash flow needs (amount to be transferred from the designated accounts to transit accounts) are managed on a daily basis. The daily transactions loaded into accounting software will determine the amount of cash to be transferred in order to ensure that project funds are not retained in local currency for extended periods of time. In all instances, cash may not be retained in local currency for more than 15 days.

The withdrawal application process as outlined in 11.2 will ensure that sufficient funds are available in the designated accounts.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

11. Disbursements

11.1 Eligibility of expenditures

In accordance with the IFAD disbursement procedures, between the date of entry into force of the Financing Agreement and the Financing Closing Date, BE-GREEN project may request withdrawals from the IFAD Grant for eligible expenditures.

Eligible expenditures are defined in the IFAD General Conditions Section 4.08.

The IFAD disbursement procedures as outlined governed by the Financial Management and Financial Control Letter (FMFCL) and the IFAD Financial Management and Financial Control Handbook. The handbook is also available on the IFAD website and BE-GREEN should ensure that they refer to the most recent version as published at [.](#)

11.2 Evidence of Authority to sign Withdrawal Applications

IFAD requires BE-GREEN project's representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of BE-GREEN. This evidence must reach IFAD before the first WA is presented by BE-GREEN and should be the original (photocopies, facsimiles or other means of transmission are not acceptable). A sample template is provided in annex 1 of the IFAD Loan disbursement handbook. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan and grant funds accounts.

IFAD must also be notified of the designated signatories for operating any designated and/or BE-GREEN or other accounts, including changes thereto, whether or not these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the Project, must be communicated promptly to the IFAD. BE-GREEN, guided by the sample in annex 1 of the IFAD Loan Disbursement Handbook, should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to IFAD.

11.3 The Designated Account

The flow of funds for BE-GREEN project starts with the opening of the Project Designated Accounts (DAs) in the Reserve Bank of Fiji (RBF), the Central Bank, in accordance with IFAD's requirements identified in the Financing Agreement and the Letter to the Borrower (dollar denominated). The Financial Management and Administration Manager is responsible for opening and managing the Designated Account including preparing a monthly reconciliation and statement in line with the IFAD templates as outlined in 21.5.

11.5 Withdrawal of Financing Proceeds using withdrawal applications

The Financial Management and Administration Manager is required to ensure that WAs are prepared and submitted to IFAD with consideration of the following requirements:

Requirement	Guidance

<i>Timeliness</i>	Withdrawal applications should be prepared when the expenditure equals 30% of the advance in the designated account or quarterly (whichever occurs first)
<i>Completeness and accuracy of supporting documentation</i>	Prepare and submit the required forms and supporting documentary evidence of expenditure as outlined in the IFAD Loan Disbursement Handbook. (refer to IFAD Loan Disbursement Handbook for detailed guidance). Ensure that information is complete and accurate.
<i>Account reconciliation</i>	BE-GREEN project should submit the designated account reconciliation and statement, prepared the same reporting period in which the eligible expenditures are being claimed. This form needs to be accompanied by bank statements of the designated account and that of any other operating Project accounts ensuring that the closing bank balances for all these accounts correspond to the balances at the end of the same reporting period as indicated in the WA period.
<i>Duly authorised</i>	Ensure that WAs are duly authorised in terms of BE-GREEN project's authorisation procedures and signed by the duly authorised representatives.
<i>Document retention</i>	Submit copies of supporting documentation with the WA. Retain original documentation for inspection by IFAD upon request.
<i>Minimize transaction costs</i>	In order to minimize transaction costs, the financial and Admin manager must make sure that withdrawals from the grant account shall be made in amounts of no less than XXX USD its equivalent, or such other amount as IFAD may designate in an advice to the Borrower from time to time.

11.6 Initial advance

Ensure the disbursement conditions as per the financing agreement and the Letter to the Borrower (LTB) have been met which includes provision of the following:

§ Evidence that a designated account has been opened and the names/titles of the persons authorised to operate this account.

§ A letter from the BE-GREEN project, designating the name(s) of official(s) authorised to sign withdrawal applications including their specimen signature(s).

Complete and submit to IFAD:

The quarterly interim Financial Report (IFR)

These Designated Account Reconciliation Statements must be accompanied by:

§ Bank statement(s) of designated account(s) and

§ Statement(s) of other operating/district/Project accounts.

11.8 Withdrawals using Statements of Expenditures (SOE) and the SOE Thresholds

The statement of expenditure (SOE) procedure is normally used for those expenditure types where it is impracticable or unduly burdensome to require submission of full documentation as outlined in 10.4. However, the supporting documentations for the Statements of Expenditures must be maintained by BE-GREEN project and made available for review by IFAD supervision missions upon request and to external auditors during their annual review of Project accounts to enable issuing of an independent audit opinion.

Details regarding the use of the Statement of Expenditure (SOE) are provided in section 4 of the IFAD Loan disbursement handbook.

In accordance with the Letter to the Borrower, the SOE procedure may be used for all Project expenditures up to USD 50 000 (to be updated in line with LTB)

11.9 Foreign exchange conversion in preparing withdrawal applications

When claiming expenditures in local currency in Withdrawal Applications (forms 101, 102 and 104) or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in USD) to the Fiji Dollars (local currency) account. This type of conversion is also called the First in First out (FIFO) basis.

The historical exchange rate/FIFO basis of converting is to be used in the following two cases in particular:

§ When preparing a designated account reconciliation as part of a WA or a financial report, the closing balance of the Fiji Dollars (local currency) account account(s), and any expenditures already incurred in Fiji Dollars (local currency) but not yet claimed must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.

§ When preparing withdrawal applications (form 101 and 102) the expenditures incurred in Fiji Dollars (or any other currency than the denomination currency of the designated account) and claimed in the WA, must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.

11.10 ICP

The IFAD client portal (ICP) enables PMU to:

- access real-time financing information on country portfolios as well as operational and financial information related to Projects
- submit Withdrawal Applications directly and obtain electronic approvals required both from concerned ministries and IFAD
- manage banking instructions electronically
- create and download relevant reports

The Project may submit electronic copies of its withdrawal applications and maintain hardcopies for audit purposes.

11.12 Refund of withdrawals

If the IFAD determines that any amount withdrawn from the Loan and/or GEF Grant Accounts was not used for the purposes indicated or will not be needed thereafter to finance Eligible Expenditures, the Borrower shall promptly refund such amount to the IFAD upon instruction by the Fund.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

12. Processing of payments

IFAD funds may not be used for payment of taxes, customs or duties.

Procedures for payments is outlined as follows:

1. General payments (12.2)
2. International travel (12.4.1)
3. Local travel (12.4.2)
4. Material and Equipment (12.5)
5. Consulting services (12.6)
6. Community group – competitive grants (12.7)
7. Funds transfers to implementing agencies (12.8)
8. Other

12.1 Supporting documentation

The processing of all payments are subject to BE-GREEN project retaining the following original supporting documentation after processing:

Expenditure type	Supporting documentation

<i>All</i>	§ Signed contract or confirmed purchase order – showing the specified amount that is due to be paid; § The bank guarantee for: ○ advance payment, as specified in the contract documents; ○ performance, as specified in the contract documents; § Copies of communications sent by the IFAD country Project Team to the BE-GREE project providing the 'no objection' to the contract award; and § Evidence of payment made by BE-GREEN project.
<i>Goods</i>	§ Items listed above under "all" § Supplier's invoice, duly certified for payment by the Project Director– specifying the goods, their quantities, and prices; § Bills of lading or similar documents; and § As appropriate, the certificate of delivery (to include condition of goods on delivery).
<i>Civils works</i>	§ Items listed above under "all" § The claim of the contractor, including a financial progress report, stating the work performed and the amount due; § A certificate – signed by the Project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the Project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and § A copy of the contract payment monitoring form signed in original by the certifying officer.
<i>Services (including consultants)</i>	§ Items listed above under "all" § The supplier's or consultant's claim duly certified for payment by the Project director and showing sufficient detail. § As appropriate, a certificate of delivery of satisfactory services.

<i>For payment related to Community investment plan (competitive grants)</i>	§ Items listed above under “all” § Confirmation of grant approval by PMU, § Confirmation of local authority approval of investment plan, § Signed Framework agreement, § Confirmation that related project to which payment is related is included in Framework agreement, § Confirmation of beneficiary contribution (in cash or in kind) § Confirmation of IFAD no-objection (if applicable), § Signed loan agreement with MOAW; MoE and MoF (if applicable) Vendor selection information / procurement documents as prepared by the cluster procurement committee
<i>For payment of Trips, fuel, stationary and other expenses</i>	§ Items listed above under “all” § Supplier invoices; § Evidence of payment; § Back to office report; § Training certificate, § Travel authorization; and/or § Expense reports by the traveller (including invoices) § Boarding passes

Pro forma invoices are not acceptable replacements for invoices. In all instances, supporting documentation need to include final invoices.

12.2 General guidelines for processing of payments

For invoice related payments, the following general process is applicable:

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	Generally, ensure that expenses are in line with the AWPB/Procurement Plan and that IFAD no objection has been obtained if required.

<i>Service delivered, or goods received</i>	Obtain evidence that the goods were delivered / services received to the satisfaction of the Project. Evidence to be retained for the purposes of providing supporting evidence for processing of invoice. (delivery notes, completion reports etc.)
<i>Prepare payment request</i>	§ Once invoices are received, the disbursement specialist prepares a payment request which includes supporting documentation and indicates accounting codes, category of payment, component of payment and source of finance. § The Financial and Admin Manager reviews the payment request for accuracy and validity. § The Financial and Admin Manager adds the correct account codes for the purposes of recording the transaction in the accounting software. § The Financial and admin assistant forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
<i>Review of payment request</i>	The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming: § The expenditure is included in the approved AWPB § IFAD no objection was obtained (if applicable). § All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (Refer 12.1)

<i>Approve payment request</i>	The Project director and Director of Finance/Permanent Secretary of MOAW shall review and sign payment request, checking/confirming: § The expenditure is included in the approved AWPB § All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (refer 12.1) § The payment request was reviewed and approved by the Financial Management and Administration Manager.
<i>Process payment</i>	§ The approved payment request with related documents shall be sent to the accountant for processing and uploading on the online banking platform. § The Financial and Admin Manager shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. § Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) <u>(NB: Cheques are not used for general payments)</u>
<i>Record payment</i>	§ Account record the transaction in the accounting software, using the correct codes as captured on the payment request. § File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.4 Travel related payments

The following type of travel may take place by Project staff or Project beneficiaries:

§ International travel – 12.4.1

§ Local travel – 12.4.2

All types of travel payments follow the general process:

The process for each type of travel is outlined below:

12.4.1 International travel

International travel	
<i>Type of travel</i>	§ Training which is conducted for Project staff or beneficiaries at an international location. § Business trips
<i>Overview of entitlement</i>	§ Individuals are entitled to DSA, paid based on the number of days of travel for training purposes. § The per diem should be used to pay for the cost of accommodation, meals and travel § Taxi trips to/from airport and visa are paid for separately based on actual cost estimates. § Unused per diem is not returned to the Project. § The per diem amount is determined in line with the Government decree. § The per diem is reduced in the event that meals or accommodations are provided to the individual. § 100% of the DSA is advanced before commencement of travel. § The number of travel days are calculated from the date of departure from home until the last day of the training. § Air travel is booked by the project and paid for by the Project directly.
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: § List of individuals to attend external training § Dates of training § Invitation to training / training registration confirmation § Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence § Related AWPB classification (category, component) § Calculation of total per diem due (100%) § Estimated cost of air travel § Estimated cost of visas <i>(Air travel is paid directly by the Project)</i>

<i>Approval of travel request</i>	§ The travel request is reviewed by the accountant for: ○ Accuracy and compliance with the Government decree in terms of the per diem rate applied. ○ Alignment with the approved ABPB § The travel request is submitted to the Project Director and Director of Finance/Permanent Secretary of MOAW for approval. § IFAD and MoF no-objection should be obtained for a travel request after approval by the Project Director and Director of Finance/Permanent Secretary of MOAW.
<i>Advance provide</i>	§ Upon approval of the travel request by the Project Director and Director of Finance/Permanent Secretary of MOAW, the Project Financial and Admin will advance 100% of the total per diem to individuals or the team leader as appropriate. (prepare cheque for signing by the Project Director and Director of Finance/Permanent Secretary of MOAW) § The Project accountant will record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage)
<i>Justification of travel expenses</i>	§ Within 10 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: ○ Advance report ○ Boarding passes for air travel ○ Attendance register completed at the training event ○ Back to the office report ○ Confirmation of IFAD/Ministry no objection (email correspondence) § The travel expense claim is submitted to the accountant who confirms the accuracy and validity of the travel expense claim. § The Financial Manual reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	§ The travel expense is approved by the Project Director and Director of Finance/Permanent Secretary of MOAW by way of signing the travel expense report.

<i>Recording of expense</i>	§ The total travel expense is recorded as training expenditure/business trip, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report.

In all instances, unjustified travel advances will need to be reimbursed to the Project by the traveller within three months after the travel date or the amount will be deducted from the payroll.

12.4.2 Local travel

Local travel	
<i>Type</i>	Training / field visits
<i>Overview of entitlement</i>	§ The number of travel days used for the calculation of per diem is calculated from the date of departure from home until the last day of the training. § If Project vehicles are used, the driver is responsible for ensuring the vehicle is refuelled in terms of the process outlined in 12.9 § If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometre as specified in the staff bylaws, based on actual distance travelled.
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: Training: § List of individuals to attend training § Dates of training § Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence § Related AWPB classification (category, component) § Confirmation from the Officer Manager that a Project vehicle(s) is available for the travel dates should this be the mode of transportation § Calculation of per diem in line with Government decree. Field visits: § Request for field trip from technical department

<i>Approval of travel request</i>	§ The travel request is reviewed by the accountant for: ○ Accuracy and compliance with the staff bylaws in terms of the pocket money allowance / estimation for fuel costs ○ Alignment with the approved ABPB § The travel request is submitted to the Project Director and Director of Finance/Permanent Secretary of MOAW for approval. § Once approved, the team leader or individual should submit a request for vehicle use.
<i>Advance provide</i>	§ No fuel advances are provided in cash (driver will use fuel card to refuel) § Applicable per diem is advanced in cash.
<i>Justification of travel expenses / return of unused fuel advance</i>	§ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: ○ Attendance register completed at the training event ○ If a private vehicle was used, indication of total distance travelled in kilometres with payment due to vehicle owner, based on the approved rate in the bylaws. ○ If a Project vehicle was used, invoiced for fuel which was paid from fuel advance. ○ Back to the office report (in case of field visits) § The travel expense claim is submitted to the accountant with the fuel advance which was not used. § The accountant confirms the accuracy and validity of the travel expense claim and determines the per diem which is due. § The Project accountant reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	§ The travel expense is approved by the Project Director and Director of Finance/Permanent Secretary of MOAW by way of signing the travel expense report.

<i>Recording of expense</i>	§ The total travel expense is recorded as expenditure in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. (advance cleared at this stage) § Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

12.5 Civil works, equipment and tools

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	§ Civils works, equipment and tools are defined and outlined in both the AWPB and the Procurement Plan. § Civil works, equipment and tools are contracted via a procurement process as outlined in the Project Operations Manual. § IFAD no objection is required on the bidding document, recommendation of award and contract outline before the final bid award is made. (refer to Letter to the Borrower)
<i>Prepare payment request</i>	§ The procurement officer will request payment of invoices, subject to providing the following supporting documentation: - Copy of civils contract with award letter (for civils only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer § The accountant prepares a payment request which includes the supporting documentation. § The disbursement specialist reviews the payment request for accuracy and validity. § The Financial and Admin Manager adds the correct account codes for the purposes of recording the transaction in the accounting software.

	§ The Financial and Admin assistant forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
<i>Review and approval of payment request</i>	The Financial and Admin Manager reviews and signs the payment request before submission to the Project Director and Director of Finance/Permanent Secretary of MOAW. The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming: § The expenditure is included in the approved AWPB § IFAD no objection was obtained related to procurement as applicable § All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (refer 12.1). § <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the project's safe.</u>

<i>Process payment</i>	§ The approved payment request with related documents shall be sent to the Financial and Admin Assistant for processing and uploading on the online banking platform. § The Financial and Admin Assistant shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. § Once loaded on the banking platform, the payment to be released by 2 authorised signatories <u>(NB: Cheques are not used for these payments)</u>
<i>Record payment</i>	§ Account record the transaction in the accounting software, using the correct codes as captured on the payment request. § File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.6 Payments for consultant services

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	§ The process for requesting and approving consultants is outlined in the procurement section of the POM (and LTR) and is dependent on whether the service is recruited internationally, nationally, locally or on a single source basis. § In all instances the procurement of consulting services is subject to IFAD's no objection.

<i>Prepare payment request</i>	§ The procurement officer will request payment of consulting services subject to providing the following supporting documentation: - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of output (report / study etc) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Confirmation of IFAD no objection. § The Financial and Admin Assistant prepares a payment request which includes the supporting documentation. § The Financial and Admin Manager reviews the payment request for accuracy and validity. § The Financial and Admin Manager adds the correct account codes for the purposes of recording the transaction in the accounting software. § The Financial and Admin Assistant forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.

<i>Review and of approval payment request</i>	The Financial and Admin Manager reviews and signs the payment request before submission to the Project Director and Director of Finance/Permanent Secretary of MOAW. The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming: § The expenditure is included in the approved AWPB § IFAD no objection was obtained related to procurement as applicable § All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (refer 12.1). The Financial and Admin Manager reviews and signs the payment request before submission to the Project Director and Director of Finance/Permanent Secretary of MOAW. The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming: § The expenditure is included in the approved AWPB § IFAD no objection was obtained related to procurement as applicable § All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (refer 12.1).
<i>Process payment</i>	§ The approved payment request with related documents shall be sent to the accountant for processing and uploading on the online banking platform. § The Financial and Admin Assistant shall confirm that the bank details provided by the supplier correspond to the signed legal agreement / original bank letter provided. § Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) § <u>(NB: Cheques are not used for these payments)</u>

<i>Record payment</i>	§ Account record the transaction in the accounting software, using the correct codes as captured on the payment request. § File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.7 Community groups – competitive grants

Community Groups will follow a process (as outlined in section xx. of the POM) to secure competitive grants. These grants are for the implementation of micro projects at the community level.

Procurements/payments related to micro projects are either handled by PMU (for amounts >\$10 000) or by the Communities (for amounts below \$10 000). In all instances, communities contribute a percentage of the micro project cost (in cash or in kind).

Direct payments from PMU to suppliers related to community grants

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	§ Goods and services related to micro projects are contracted via a procurement process as outlined in the Project Operations Manual. § IFAD no objection is obtained (if required)

<i>Prepare payment request</i>	§ The procurement officer will request payment of invoices, subject to providing the following supporting documentation (<i>as applicable</i>): - Copy of civils contract with award letter (for civils only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer - Signed framework agreement /grant agreement with Community (can be maintained in system for review) which includes specific micro project to which payment relates / specifies the required beneficiary contribution %. - Confirmation of beneficiary contribution received either as: ○ Deposited into ring-fenced bank account opened for purposes of receiving grant related payments ○ Paid towards civils (with completion of works certified by approved by Implementing Partner technical officer) ○ Paid to supplier as contrition toward cost of equipment /materials etc. § The accountant prepares a payment request which includes the supporting documentation. § The disbursement specialist reviews the payment request for accuracy and validity. § The Financial Management and Administration Manager adds the correct account codes for the purposes of recording the transaction in the accounting software. § The accountant forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.

<i>Review and of approval payment request</i>	The Financial and Admin Manager reviews and signs the payment request before submission to the Project Director and Director of Finance/Permanent Secretary of MOAW. The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming: § The expenditure is included in the approved AWPB § IFAD no objection was obtained related to procurement as applicable § All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. § Payment was cleared by the relevant component technical officer/head. § All supporting documentation is attached (refer 12.1). <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the project's safe.</u>
<i>Process payment</i>	§ The approved payment request with related documents shall be sent to the accountant for processing and uploading on the online banking platform. § The Financial and Admin Assistant shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. § Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) <u>(NB: Cheques are not used for these payments)</u>
<i>Record payment</i>	§ Account records the transaction in the accounting software, using the correct codes as captured on the payment request. § File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

Advances to community groups

Activity

<i>Receive payment request</i>	§ Community group submit request for funds to Implementing Partner Office § The request for funds form to be duly authorised by the Implementing Partner management/higher authority. § The request for funds form to stipulate the individual activities for which funds are requested in line with the approved Framework Agreement / Micro Project budget with the Community Group.
<i>Prepare payment request</i>	§ The Implementing Partner accountant to receive and review the request for funds from the Community Group and confirm that requested funds are for approved activities. <i>§ The Implementing Partner Officer may reject a request for funds if the Community Group has large advances which have not been justified for previous funds requests.</i> § The Implementing Partner accountant prepares a payment request which indicates the details of the implementing agency and amount to be transferred.
<i>Review approval of payment request</i>	§ The Implementing Partner accountant submits the payment request and supporting documentation to the Implementing Partner Coordinator for review and approval. § The Implementing Partner Coordinator shall review and sign the payment request, checking/confirming that the funds allocation is included in Framework Agreement / Micro project budget.
<i>Process payment</i>	§ The approved payment request will be submitted to the Disbursement Specialist at Central Office for review and acceptance. § Thereafter, the accountant at central office to load the payment on the online banking platform. § Payment released by 2 authorised signatories.
<i>Record payment</i>	§ Accountant to record the advance in the accounting software against the specific Community Grant <i>§ Do not record the advance as an expense. Once advance is justified (refer procedures in 9.2), account for expenses using the correct expense codes (component, category) at the historical exchange rate.</i>

12.8 Advances to implementing agencies

Implementing agencies will request funds from PMU for the purposes of implementing activities.

Activity	
<i>Receive payment request</i>	§ Implementing agency submit ad-hoc funds requests in writing, using a request for funds form. § The request for funds form to be duly authorised by the Project Director of the Implementing Agency. § The request for funds form to stipulate the individual activities for which funds are requested in line with the approved AWPB.
<i>Prepare payment request</i>	§ The PMU Financial and Admin Assistant to receive and review the request for funds from the implementing agency and confirm that requested funds are for activities approved in the AWPB related to the specific agency. § The Financial and Admin Assistant may reject a request for funds if the implementing agency has large advances which have not been justified for previous funds requests. § The Financial and Admin Assistant prepares a payment request which indicates the details of the implementing agency and amount to be transferred.
<i>Review approval of payment request</i>	§ The Financial and Admin Assistant submits the payment request and supporting documentation to the Financial and Admin Manager for review and approval. § The Project Director and Director of Finance/Permanent Secretary of MOAW shall review and sign the payment request, checking/confirming that the funds allocation is included in the approved AWPB.
<i>Process payment</i>	§ The approved payment request will be submitted to the Financial and Admin Assistant. § The Financial and Admin Assistant to load the payment on the online banking platform. § Payment released by 2 authorised signatories.
<i>Record payment</i>	§ Financial and Admin Assistant to record the advance in the accounting software against the specific implementing agency. § <i>Do not record the advance as an expense. Once advance is justified (refer procedures in 9.2), account for expenses using the correct expense codes (component, category) at the historical exchange rate.</i>

12.8 Petty cash payments and replenishments

The advance to petty cash is managed by the Officer Manager (or Finance and administrative assistant). The purpose of the petty cash is to make payments for low value items in a quick and efficient manner.

The Petty cash disbursements may be in the form of an advance or a reimbursement. Advances must be justified with proper supporting documentation (receipts etc.) on a timely basis.

§ The cash is placed in a locked cash box which is kept in the Officer Manager's custody. The Petty cash disbursements may be in the form of an advance or a reimbursement (when the staff member has personally advanced the funds).

§ For advances, the Officer Manager delivers petty cash advances on the basis of the approved request. After the purchase is made, the requestor must return the invoice/receipt along with the change, if any, to the Financial Management and Administration Manager for recording into the Accounting system.

§ For reimbursements (i.e. when the goods or services have already been delivered), the invoice or receipt is given to the Officer Manager who reimburses the requesting staff member or directly pays the supplier. The form is signed by the individual who receives the money.

§ All disbursements from the Petty Cash must be recorded on a Cash Voucher form showing all particulars: the amount, the account being charged, the description of the transaction, authorization (by Office Manager) and the signature of the payee. The necessary documents (invoice, payment tapes, receipts) must be firmly attached. The Office Manager must never disburse from the petty cash to herself without the Financial Management and Administration Manager's authorization.

§ Once the level of the petty cash on hand falls below this point, the Officer Manager must request replenishment by submitting a completed petty cash replenishment form (Form will be developed). This form will show a listing of all disbursements made, the accounts debited and the total sum replenished. All the necessary petty cash vouchers and their supporting documents will be attached. A payment request will be prepared for the amount to be replenished and the Financial and Admin Manager is required to review and confirm all disbursements on the Petty Cash form before signing the check.

§ Petty cash is replenished upon presentation of actual receipts to the Financial and Admin Manager.

§ The Petty Cash Vouchers, Receipts and Electronic Petty Cash Reconciliation Sheet should be updated frequently. At the end of each week, the accountant will reconcile the petty cash journal with the physical cash count. These will be checked, along with a surprise cash count by the Finance and Admin Manager, (or Project Director and Director of Finance/Permanent Secretary of MOAW in the absence of the Financial and Admin Manager) via unannounced inspections at least once per month.

12.9 Payments for fuel

Vehicles may be refuelled at the local preferred fuel station, based on approved purchase orders issued to drivers by the Project accountant. In such instances the driver does not pay in cash for fuel. On a monthly basis the preferred petrol station will submit a customer statement for payment to the Project. The customer statement should:

- § List all individual invoices separately with supporting purchase orders issued by the Project accountant

- § Indicate the date and amount (value and volume)

- § Indicate the vehicle registration number

The administrative assistant will compare the customer statement information to the respective Project vehicle logbooks to confirm accuracy of the customer statement. In addition, the administrative assistant will confirm that only approved Project vehicles are listed on the customer statement. Once the administrative assistant is satisfied with the customer statement, a payment request will be prepared in line with the procedures in 13.2.

If drivers are not able to refuel at the preferred fuel station, drivers may use fuel advances to procure fuel. In all instances, travel is approved in line with required procedures as outlined in section 13. The fuel invoices should be attached to the trip expense to be filed upon return to the office.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>

13. Financial Reporting

The section on financial reporting deals with:

- § Financial reports for submission to IFAD and other financiers

- § IAs reporting to PMU

- § Internal reporting within each IA

13.1 Financial reports for submission to IFAD and other financiers

PMU is responsible for submitting consolidated financial reports to IFAD. *The applicable financial reporting requirements applicable to IFAD-financed Projects are outlined in the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects* which may be updated from time to time. The Financial Management and Administration Manager should ensure adherence to the latest version of the Handbook.

PMU is required to prepare financial reports and submit to IFAD as outlined in the table below:

Type	Period / Frequency of submission

<i>Annual Financial Statements</i>	§ <u>Unaudited</u>: Prepare annual reports and submit to IFAD within 4 months of the end of the financial year-end. § <u>Audited</u>: Submit audited financial statements within 6 months of the end of the financial reporting period. The reports should be prepared in line with requirements are outlined in 13.4. The annual financial statement should be authorised by the Project Director and Director of Finance/Permanent Secretary of MOAW for authorisation before submission to the auditor/IFAD.
<i>Interim financial reports</i>	Prepare quarterly reports and submit to IFAD within 30 days of the end of the quarter. The reports should be prepared in line with requirements are outlined in 13.4

13.2 Financial reporting requirements

PMU is required to prepare financial reports in line with IPSAS, "Financial Reporting under the Cash Basis of Accounting" (IPSAS Cash Basis of Accounting). Should BE-GREEN propose to use a different accounting standard, this should be agreed with IFAD. In all instances, IFAD required Projects to use internationally accepted accounting standard.

13.3 General principles for the preparation of financial reports

BE-GREEN shall prepare financial reports with consideration of the following specific principles:

Principal	Guidance
<i>Completeness</i>	§ The financial reports shall be complete and include the activities of PMU and other implementing agencies and present the results of a single entity. § The sources and uses of all categories/components shall be included (including sources received in-kind). § The sources and uses from all financiers shall be included, including: ○ IFAD Loan ○ GEF8 Grant ○ Government Contributions ○ Beneficiary Contributions ○ Private sector (private business)

<i>Accuracy</i>	§ Ensure that the various disclosures as outlined in 13.4 are reconcilable as appropriate
<i>Accountability</i>	§ The financial reports should promote the concept of accountability.

13.4 Minimum prescribed content for interim and annual financial reports

PMU is required to prepare financial reports (annual and interim) which includes the following minimum prescribed content (an illustrative financial report as per IFAD Handbook for Financial Reporting and Auditing of IFAD-Financed Project).

Detailed guidance on the preparation of the disclosures as prescribed by IPSAS Cash basis of accounting can be found in the Standard (<https://www.ifac.org/publications-resources/revised-cash-basis-ipsas>). PMU is required to adopt all reporting requirements as outlined in Part 1 of IPSAS Cash. The Project is encouraged to adopt Part 2 of IPSAS Cash basis of accounting on a voluntary basis.

Content	Source requirement	of Guidance on preparation of content

<i>Statement of Cash Receipts and Payments</i>	Prescribed by IPSAS Cash Basis of Accounting	§ Layout: ○ Receipts – Payments = Surplus/Deficit + Opening Cash +/- Exchange rate difference = Closing Cash Balance § The opening and closing cash balance should include the balance of the designated accounts (USD) and all Project accounts (Fiji-Dollar) § The opening and closing cash balance in the Designated Account is derived by applying the spot rate on the date of translation § Disclose cash receipts using an appropriate classification system (<i>Contributions from external financiers, Contributions from Government, Contributions from Beneficiaries, Cash generated from Project activities</i>) § Disclose cash payments in line with the categories outlined in Schedule 2 of the IFAD financing agreement § Disclose the exchange rate gain or loss (resulting from the translation of funds in the designated account from USD to Fiji-Dollars).
<i>Budget to Actual Comparison</i>	Prescribed by IPSAS Cash	§ Ensure that the Budget period corresponds to the Financial Reporting Period § Derive the budget disclosure from the approved AWPB. Disclose both the original and final approved AWPB. § Calculate the variance between budgeted and actual results for both receipts (sources) and uses (payments) § Provide narrative on the reason for the variances observed.

<i>Accounting policies and explanatory notes</i>	Prescribed by IPSAS Cash	§ Develop accounting policies with reference to the guidance provided in IPSAS Cash § Disclose the authorisation date § Disclose the basis of presentation § Disclose the presentation currency as Fiji Dollars
<i>Sources and Uses of Funds Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	§ Include both cash and in-kind contributions in the Sources of Funds § Provide disclosure on uses of funds by financier/by category and financier/component
<i>Designated account reconciliation</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	§ Prepare reconciliation which provide justification for the IFAD advance – disclose for each designated account. § Explain variances. § The IFAD Loan Disbursement Handbook provides detailed guidance on the preparation of the reconciliation.
<i>Designated account Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	§ Prepare for each designated account. § Ensure that opening and closing cash balances presented in this Statement is reconciled with the cash balances used in the Statement of Cash Receipts and Payments. § Disclose the exchange rate gain/loss separately and ensure that this is reconciled with the Statement of Cash Receipts and Payments. § The IFAD Loan Disbursement Handbook provides detailed guidance on the preparation of the reconciliation.

<i>Summary of Withdrawal Applications</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	§ Provide a summary for PMU separately and display combined total. § Ensure that summary information is reconcilable with the IFAD historical transaction statement (to be requested from the IFAD Finance Officer) with regards to the value date of the transaction amount of withdrawal in loan denomination currency. § Cross reference amounts included here per WA to amounts included in the Designated Account Statement / Designated Account Reconciliation.
<i>Fixed asset register</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	§ Include a fixed asset register which lists all Project assets (<i>including those purchased on behalf of the Community Groups if the Project retains the title and the assets will be returned to the Project at Project closure</i>). § Indicate the implementing agency which procured the asset and related component. § Ensure that all fields are included

In addition to the above disclosures, the Project is required to maintain an Action Tracker log which is a log of agreed actions. This document should be maintained on an ongoing basis and provided together with the financial report (interim or annual). The Action Tracker format as per IFAD Handbook for Financial Reporting and Auditing of IFAD-Financed Projects. It is required that the Action Tracker include actions which have been agreed on with IFAD during missions or the Auditor during the audit (derived from the management letter). The purpose of the Action Tracker is to keep track of progress regarding agreed on actions.

13.5 Other considerations

The following specific issues should be considered in the preparation of the financial reports:

§ Accrual related information should be disclosed in the notes of the financial statements. This includes outstanding advances, which, in terms of the cash basis of accounting, should be expensed when provided. This entails that the advance will be recorded in the relevant categories /components at year-end. (NB: Best practice is that zero advances are outstanding at the end of the fiscal year).

§ In-kind contributions from Government should be reported in the financial statements in line with the process as outlined in section 9.7. Also refer to IFAD Handbook for Financial Reporting and Auditing of IFAD-Financed Project to see the illustrative accounting policy and explanatory notes.

§ Where applicable, disclose information for PMU separately and on a consolidated manner. In all instances the user of the financial statements should be able to identify if the information relates to activities of PMU.

13.6 IAs reporting to PMU

All implementing agencies which report to PMU are required to submit monthly reports to the PMU. The PMU will review the reports and verify bank balances/expenses with reference to supporting documentation attached to the report. PMU will proceed to record individual transactions in accounting software and clear related advances. The IAs are required to submit monthly reports using the report format.

IAs is responsible for the accuracy and completeness of reports submitted to PMU and will be required to respond to queries on report content in a timely manner.

13.7 Internal reporting

The following internal reports will be prepared by PMU and/or other IAs for the purposes of internal monitoring of project finances and progress:

Type	Period / Frequency of submission
<i>Quarterly project reports</i>	The PMU Financial and Admin Manager to prepare a quarterly project report which includes (but not limited to): § Consolidated budget to actual expenditure comparison with variance explanation. § Individual budget to actual expenditure report per implementing agency with variance explanation. This report to assist the PMU project director to monitor overall and implementing agency level performance for the purposes of taking corrective action if needed.

<i>Monthly management accounts</i>	It is required that each implementing agency prepare monthly management accounts for the purposes of monitoring allocated components/sub-components. The content may include (but not limited to): § A financial progress report (sources and uses) § Monthly bank reconciliations § Cash flow forecast § Summary of contract commitments § Overview of budget to actual expenditure analysis with variance explanations § Vehicle Logs Book § Monthly vehicle maintenance and fuel consumption report § Travel and DSA report. The monthly management accounts should be prepared within 10 days of the end of the month and submitted to the respective Project Directors and Director of Finance/Permanent Secretary of MOAW for review and discussion during management meetings. The purpose of the monthly management accounts is to provide a monitoring tool for management with the purposes of identifying issues and taking corrective action.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

14. Audit matters

14.1 Internal Audit

PMU will procure the services of an internal audit unit of MOF-Fiji on semi-annual or an annual basis and report its findings to the National Steering Committees to ensure independence. The internal audit work will focus on the activities of the implementing agencies which report to PMU.

PMU will include BE-GREEN in its annual internal audit programme. The internal audit procedures will be performed by the internal audit unit of MOF-Fiji under guidance of the internal audit in charge. The final report will be submitted to the Head of Internal Audit unit-MOF to ensure independence. The internal audit work will cover activities at both the PMU office, back office, Implementing Partner offices as well as a sample of Community Groups.

The Internal audit findings and recommendations should be considered and implemented in a timely fashion. In addition, an English version of the report shall be submitted to IFAD within 1 month of receipt thereof by BE-GREEN.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

14.2 External Audit

The Auditor General, Office of the Auditor General-Supreme Audit Institution (SAI) of the GoF will audit the project. The Audit Report (AR) will follow the specified structure of the IFAD Handbook for Financial Reporting and Auditing and include an ML with comments on project internal controls. The SAI will adhere to the Auditing Standard that is acceptable to IFAD. The AR will be submitted to IFAD within 6 months after the FY end.

14.2.1 Auditing standards

IFAD promotes the use of internationally accepted auditing standards and requires that BE-GREEN be audited in terms of the International Standards on Auditing (ISA).

14.2.4 Audit opinion and audit package

The audit report will outline the audit opinion on the audited financial statements. The Auditor General, Office of the Auditor General-Supreme Audit Institution (SAI) of the GoF is required to issue an audit opinion in accordance with ISA 700[1]/705.

The auditor is expected to submit an audit package that at a minimum includes the audited financial statements, the audit report and the management letter. The management letter is an integral part of the audit package, which documents internal control issues identified by the auditor. The management letter should:

- § Outline the auditor's recommendations to address identified internal control issues, and the responses to them on the part of the Project's management.
- § Where applicable, provide follow-up commentary on the issues identified in the previous year's management letter.
- § Include any ineligible expenditures identified during the audit be outlined in the management letter.

14.2.5 Audit reporting period

IFAD generally requires an annual audit of Project financial statements. However, the frequency of the audit may be changed by IFAD as a function of the Project's risk profile. In all instances, IFAD will confirm the frequency with which BE-GREEN project's financial statements are to be audited.

The audit reporting period may be amended for the first and/or final audits, in line with the following guidance:

§ For the first audit, in cases in which the Project commences during the financial year, the following procedures will generally apply:

- When the period between the first disbursement and the end of the financial year is less than six months, IFAD may allow the results for the first financial period to be included in the following financial year's audit; or

- When the period between the date of the first disbursement and the financial year-end is greater than six months, audited financial statements for the period are always required.

§ For the final audit, IFAD may recommend an audit reporting period that is longer or shorter than 12 months, but that in no case may exceed 18 months. This is to ensure that the final audit can be concluded and the audit report submitted to IFAD by the Project Closing Date.

In such instances, IFAD will discuss and agree on its requirements with the borrower well in advance of commencement of the final audit.

14.2.6 IFAD Audit reviews

IFAD will conduct reviews of BE-GREEN project's audit reports. The main purpose of the reviews is to determine whether the private auditor conducted a quality audit resulting in an audit opinion acceptable to IFAD, and to assess the quality of the financial reporting of BE-GREEN project.

IFAD will communicate the results of the audit report review process within sixty days following receipt of the audit package. If required, BE-GREEN will be requested to take corrective actions within a specified time frame. These actions should be included and monitored in the Action Tracker (IFAD-FMDB system).

14.2.7 Public disclosure of audit reports

IFAD will publicly BE-GREEN Project's financial statements and audit reports, subject to processes applicable to their publication. In line with the standards of the International

Aid Transparency Initiative, BE-GREEN is encouraged to publish financial information on its own website, for increased accountability. BE-GREEN must ensure that the audit TORs explicitly mention the right of the BE-GREEN project and of IFAD to publish the audit report, with no limitation-of-use clause.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

15. Records Management

15.1 Maintenance of separate accounts and records

In terms of IFAD's General Conditions for Agricultural Finance:

"The Project Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date DD/MM/ 2030.

In order to comply with the above requirement, PMU and other implementing agencies is required to maintain accounts. Such accounts and records may include:

Type	Example
<i>Electronic information</i>	• Data and information maintained within the project accounting software • Other documents and files maintained electronically, either on desktops, laptops or removable storage devices
<i>Correspondence</i>	• Emails • Hard copy correspondence (letters)
<i>Documents received from external sources</i>	• Bank statements • Supplier documentation
<i>Internally generated information</i>	• Employee files • Withdrawal applications • Forms

All documents and information are the property of BE-GREEN project and may not be removed.

15.2 Filing and storage of the financial records

PMU and other implementing agencies are responsible for filing records. To fulfil this responsibility:

§ Project parties should maintain files in a chronological order, assigning appropriate codes/sequential numbers;

§ Project parties should perform filing activities on a regular basis to prevent the accumulation of papers and to ensure that the financial records are always maintained in an up-to-date manner.

§ Project parties should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited.

§ Project parties should also classify the financial records as "Confidential", or "General".

15.3 Off-site archiving of financial records

The respective Financial Management and Administration Manager should ensure that the financial records are archived at an off-site location on a regularly basis. Once a year, the Financial and Admin Manager should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

15.4 Electronic back-up procedures

Back-up of electronic information is an important function to be undertaken under instruction from the Financial and Admin Manager. It is required that:

§ Daily: Electronic information at each Project office is backed up on the local server

§ Weekly: Electronic information is saved on an external storage device and kept in a locked cabinet

Project staff access to backup files are subject to authorisation by the Financial and Admin Manager or Project director and Director of Finance/Permanent Secretary of MOAW. The access of external persons is prohibited except for the auditors and IFAD staff.

15.5 Retention period

Project parties are required to retain accounts and records for at least ten (10) years after Financial Close. The Financial and Admin Manager should ensure that all documents and records (electronic and paper) are handed over to GOF at financial closure to ensure that records can be maintained for the 10-year period.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

16. Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the

Project. There are three elements in fixed asset management that require the attention of the Financial and Admin Manager:

- § Purchase of equipment

- § Setting up and maintaining an asset register including verification

- § Setting up a plan for disposal and/or handover of the asset once the Project is completed.

16.1 Purchase of Equipment

The Financial and Admin Assistant should follow the following process for each fixed asset purchased:

- § Assign a unique, sequential asset number (excluding minor items such as stationary).

- § Tag each item with its unique asset number.

- § Record the item of equipment in fixed asset register

16.2 Fixed asset register

The Financial and Admin Assistant must maintain a fixed asset register in the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment:

- § Asset description

- § Asset number

- § Individual responsible for asset

- § Implementing agency responsible for purchase

- § Source of funding of asset (IFAD, government etc),

- § Location of the asset

- § Date of purchase

- § Cost of purchase and invoice number

- § Remarks regarding the condition of the asset

The Financial and Admin manager shall ensure that the consolidated fixed asset register is maintained and updated regularly.

Assets purchased for beneficiary use should be included in the fixed asset register if the assets remain under the ownership of the Project (therefore beneficiaries to return to Project at Project closure).

16.3 Asset Verification Review

Under the management of the Financial and Admin Manager, BE-GREEN project must conduct an annual asset verification process whereby the following checks are performed:

- § Verify that all fixed assets are still held in the location recorded on the register;
- § Confirm the completeness and accuracy of the information recorded on the fixed asset register;
- § Check that equipment and vehicles are still in a reasonable state of repair and that remarks regarding the condition of the assets are correct as recorded in the fixed asset register;

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by Financial and Admin Manager and Project Director and Director of Finance/Permanent Secretary of MOAW. Moreover, the Financial and Admin Manager will undertake random verification of fixed assets during field visit.

16.4 Vehicle Maintenance and Fuel

Drivers are required to maintain waybills/itinerary lists and vehicle history records (FM-12,550-Vehicle Operation-FM Act 2004, Fiji Government).

No cash shall be advanced to drivers for the purposes of refueling.

- § Each vehicle to have dedicated fuel card which indicate the vehicle registration number.
- § Each fuel card to have a set daily / monthly limit based on average consumption.
- § Changes to the monthly limit is subject to approval by the Financial Management and Administration Manager (which will be approved base on approved trips).
- § The waybill shall indicate the reading of odometer at the beginning and end of the period, i.e. the mileage of the car, as well as fuel consumption. This process shall be checked by Financial and Admin Assistant based on Vehicle Operation guidelines of FM Act. 2024, Fiji- Government (FM-12,550), which is set in each vehicle of PMU. Using the device, one can track the route, stop time, kilometers traveled, etc. The data shall be entered into software which distributes fuel by projects, depending on whether one or the other trip was made on any project. (Manual recording / monitoring at PMU is acceptable given limited number of vehicles)

§ Fuel stations shall provide a monthly summary report on fueling and invoice which the accountant shall compare to the fuel invoices attached to the waybill. Differences to be followed up/resolved.

§ Provision of fuel and lubricants shall be strictly limited per each vehicle per month in accordance with the order signed by the Management.

Vehicle insurance

The Financial and Admin Manager should ensure that all Project vehicles are comprehensively covered and that all drivers are noted on the insurance policy. Under no circumstances may uninsured drivers drive the vehicles. The insurance policies should be renewed annually or as stipulated in the policy. The safety of cars is the responsibility of the drivers assigned to the vehicles. Consequently, they must ensure that the vehicles are parked in a secure area when not in use or outside working hours.

Maintenance

The drivers are required to monitor the maintenance of their assigned vehicles. The drivers must notify the xxx of maintenance needs so that the cars can be serviced on a timely basis. The xxx is required to request the car maintenance, subject to approval by the Project Director and Director of Finance/Permanent Secretary of MOAW.

The assigned cars must always be taken to the selected garage for repairs and maintenance.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

17. IFAD Procurement and financial management support

17.1 Overview of IFAD support

IFAD's Procurement and Financial Management Division (PFMD) will remain involved with BE-GREEN from Project inception (starting at Project design) to Financial Closure to ensure that BE-GREEN project fiduciary requirements are met.

PFMD's Finance Officer will establish ongoing contact with the Project, by liaising with the Financial and Admin Manager of PMU and will be available to provide remote support on financial management matters. In addition, PFMD will visit BE-GREEN project during missions to the Project (represented by either the Finance Officer or an appointed consultant). Mission types include supervision missions, mid-term reviews and implementation support missions. During missions, PFMD will assess and monitor the adequacy of BE-GREEN project financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices.

If financial management arrangements of BE-GREEN project are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial

arrangements, it will require BE-GREEN project to take the appropriate measures to mitigate those risks.

The key findings and recommendations of missions will be captured in the Aid Memoire which is a document which is shared with MoAW and MOE and includes an overview of issues identified and proposed actions to be undertaken by the project/IFAD to address issues identified.

17.2 Roles and responsibilities related to IFAD support BE-GREEN project will be required to participate in IFAD missions as follow:

Stage	Project roles and responsibilities
<i>Before IFAD missions</i>	· Prepare Appendix 1 (21.6) and submit to the IFAD-FO/Consultant in electronic format (Excel Workbook, including formulae) before commencement of the mission – the IFAD-FO/Consultant will specify the date range to be covered within Appendix 1. · Each project party (PMU and other implementing agencies) to complete the Financial Management Assessment Questionnaire (FMAQ) and submit to the IFAD-FO/Consultant in electronic format (IFAD-FO to provide most recent template). · Prepare all other information as requested by IFAD-FO/Consultant before commencement of the mission.
<i>During IFAD missions</i>	· Provide the IFAD-FO/Consultant with all information which was requested before the mission. · Arrange meeting with the auditors (internal and external) and any other selected party requested by the mission. · Ensure that all FM staff are available to assist the IFAD-FO/Consultant in performing their duties which may include: ○ Review of financial reports, reconciliations ○ Physical verification of fixed assets and inventory ○ Meeting with the auditor ○ Reviewing and completing the FMAQ · Discuss identified FM weaknesses and risks and assist the IFAD-FO/Consultant with developing appropriate actions for inclusion in the aide memoire.

<i>After IFAD missions</i>	· Respond to any wrap-queries from the IFAD-FO/Consultant · Commence with implementing all actions which are included in the Aide Memoire · Update the Action Tracker (see FMDB) with all actions raised during the missions.
<i>Ongoing</i>	· Monitor and update the Action Tracker to ensure all actions are implemented in a timely manner. Liaise with the Financial Manager if required. · Respond to ad-hoc queries received from the Financial Manager or other IFAD staff as it related to FM matters.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

18. Project completion and closure

The Project completion date is defined in the financing agreement and the Project closure date is 6 months thereafter. The following is relevant to period before Project completion up to Project closure:

STEP 1

Prior to the Project completion date

STEP 2

Between Project completion and closure

Subsequent to Project closure date

STEP 3

Project closure date

Project completion date

STAGE 1	STAGE 2	STEP 3
Up to the Project completion date	Between Project completion and closure	Project closure date

§ Submit an advance recovery plan to IFAD, indicating how the advance will be recovered up to Project closure (in line with financing agreement) <i>(request template for plan from IFAD)</i> § Incur eligible expenditure up to the Project completion date	§ Commencement of the final audit § Auditor performs the final audit in line with IFAD Handbook on Financial Reporting and Auditing of IFAD-funded projects § Incur winding up expenditure only (cost of audit, staff salaries, operating costs, Project completion report) § Submit final withdrawal application and recover advance via this process § Develop an asset handover and disposal plan (include up to date fixed asset register, indicate condition of all assets and to which entity the assets will be transferred.	§ Submit final audit report on or before the Project closure date § Submit Project completion report on or before the Financial Closure Date (as required in the financing agreement) § Confirm the final withdrawal application with IFAD § Return outstanding advance if applicable (if due and not recovered via recovery process) § Closure of the loan and GEF grant funds with IFAD

A notice is sent to the Borrower at least six months prior to the PCD to advise that all applications must be submitted before the closing date, and to remind the Borrower that expenditures incurred and commitments made after the PCD will not be honoured, except for authorised expenditures during the "Winding Up Period" (from PCD to Financing Closing Date). This means that goods are delivered, civil works are completed and services are rendered on or before such date.

After the financing closing date, IFAD informs the Borrower of the formal closure of the loan/grant account, provides a history of disbursement transactions and cancels the unused loan and GEF grant funds balance. A re-amortisation plan should be sent where relevant.

Asset handover plan

The plan should develop report outlining the following for the purposes of handing over Project assets to the identified beneficiaries:

- The value of all the assets bought under the Project
- Summary of the current condition of the assets,
- To which entity, will the assets be transferred to and on which date and for what purpose.
- List the assets that will be disposed and the reason for being disposed.

19. IFAD Financing agreements – amendments and budget reallocations

If amendments are required to the financing agreement:

- a formal written request should be submitted to IFAD
- outlining the required amendment and motivation thereof.

Amendments to the agreement may be required for (but not limited to):

- Changes to the project completion date and grant closing date,
- Changes to the project budget/budget reallocation (noting that the budget may not be increased above the original total amount)

Budget reallocations

- In some cases, the expenses category amounts as outlined in the financing agreement requires a revision if the project notes that actual expenditure is deviating from the original budget.
- In such instances a reallocation is required, depending on the size of the reallocation per category (expressed as %)
- Reallocation of equal to or less than 30% loan fund of each category between the various categories if such a reallocation **does not change the basic purpose of the project.**
- For reallocation greater than 30% loan fund of any expense category, the Borrower is required to formally request a reallocation from IFAD (supported by a detailed motivation).

20. Useful links

ü Click here for links to documents.

Document	Web Link
IFAD financial management e-learning	https://www.ifad.org/en/w/publications/financial-management-e-learning-course
Financial Management Act 2004 and Subsidiary Legislation-The Law of Fiji	https://www.laws.gov.fj/Acts/DisplayAct/962
IFAD policy on preventing fraud and corruption in its activities and operations (December 2018)\	https://www.ifad.org/en/w/corporate-documents/policies/policy-on-preventing-fraud-and-corruption-in-its-activities-and-operations

IFAD Loan Disbursement Handbook	https://www.ifad.org/en/w/corporate-documents/financial/loan-disbursement-handbook-for-projects-approved-under-gcs-effective
IFAD General Conditions for Agricultural Development Financing	https://www.ifad.org/documents/d/new-ifad.org/general_e-pdf
IFAD Financial Management and Financial Control (FMFCL)	https://www.ifad.org/web/guest/document-detail/asset/39637251
Guidelines for Internal Control Standards for the Public Sector (INTOSAI GOV 9100-9199)	https://www.issai.org/wp-content/uploads/2019/08/intosai_gov_9100_e.pdf
Revised Cash Basis IPSAS	https://www.ipsasb.org/publications/revised-cash-basis-ipsas
IFAD Handbook for Financial Reporting and Auditing of IFAD - financed projects (English)	https://www.ifad.org/documents/d/new-ifad.org/ifad-handbook-for-financial-reporting-and-auditing-of-ifad-financed-projects_e-pdf

21. Annexures

21.1 AWPB Structure and preparation checklist

PMU is responsible for the development of the Annual Work Plan and Budget (AWPB), generally covering a period of 12 months, which should include the following mandatory section.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

A21.2 : Financial and Administrative Manager

Duration of assignment: Up to six years, following successful completion of a six-month probationary period, with renewable contracts from time to time if performance is satisfactory.

Duty station: Based in PMU Office, Savusavu/Suva, Ministry of Agriculture and Waterways (MoAW)-Fiji.

Qualifications and experience

An acceptable accounting and finance qualification (Bachelor of Commerce degrees and a Certificate in Accounting, Chartered Accountants (CAs), Fiji Institute of Chartered Accountants or Association of Chartered Certified Accountants (ACCA) or equivalent to

International recognised Certified Public Accountants (CPAs)/Chartered Accountants (CAs) with at least five-year experience at a senior level in a relevant public institution and/or the private sector, with proven skills in the financial management and procurement aspects of internationally-financed development programmes.

The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software would be required.

The candidate would be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job descriptions

The Financial and Administrative Manager (FAM) is responsible for the management of project accounts in line with government financial regulations and IFAD disbursement procedures and reporting. S/he would report directly to the Project Director.

With regards to Financial Management, operating within a computerized environment, the FAM would perform the following duties and responsibilities shall include:

- Installation of FMIS systems to ensure that the PMU and especially the Project Director and Director of Finance, Ministry of Agriculture and Waterways (MoAW)-Fiji are regularly informed of on-going financial status and transactions.
- Contribute to the preparation of the final project implementation and financial manuals.
- Evaluate annual work planning and budgeting (AWPB) methods as well as budgetary control systems used to monitor actual expenditures against budget, including commitment controls to avoid commitments that exceed available resources.
- Ensure the project is included in the Fiji Government budget in a timely manner, as required by GOF budget processes and calendar, including access to counterpart funding.
- ensure disbursement process and documentation in accordance with the PIM includes Finance Manual, consistent with government financial regulations and IFAD Disbursement Handbook;
- Communicate to all implementing partner institutions/districts and service providers their financial responsibilities, available funds, and how to obtain them, as well as the reporting and record-keeping requirements in accordance with the Government of Fiji practices, standards and acceptable to IFAD.
- Ensure that all project funds are used in compliance with the terms of the finance agreements, with a focus on economy and efficiency, and exclusively for the objectives for which they were allocated.
- Assess compliance with Fiji government Rules and Regulations controlling public financial management, such as international accounting standards, audits, and financial reporting.
- Ensure that all relevant supporting documentation, records, and accounts are maintained for all project operations, with clear links between the books of account and the financial statements presented and accepted to the IFAD.

- Ensure that designated and operational accounts are maintained in line with the conditions of the financing agreement and the IFAD's regulations and procedures.
- Liaise with the other project implementing agencies/districts to ensure that Interim Financial Reports are prepared on timeline and provided/submitted to IFAD.
- Process documents and follow up on government and IFAD disbursements to ensure that the fund releases are not delayed. Ensure that funds for project implementation is disbursed in a timely manner to enable project interventions to be carried out on time.
- Ensure that the financial statements are prepared in compliance with applicable standards.
- Review the eligibility of expenditure in compliance with the financing arrangement.
- implement robust internal financial control systems and policies to minimize the risks of fraud or errors in the financial statements and any misuse of funds;
- coordinate and assemble the budgetary information required for the preparation of Annual Work Plans & Budgets;
- Liaise with external auditor i.e., Office of the Auditor General of the GoF to audit the project accounting to satisfy the submission deadlines set by both the Fiji Government and IFAD. Review external auditors' findings (Audit Opinions and Management Letters), including any qualifications and whether auditor concerns have been effectively addressed.

With regards to the administrative tasks and responsibilities, the FAM would perform the following:

- manage and handle staff matters including recruitment, selection, contracting and performance appraisal of staff;
- facilitate the mobilisation and orientation of any new project staff, either short or long-term;
- establish and assist an agreed staff back-up system for times of illness or absence from the office;
- develop and implement performance appraisal process and formats for the project staff;
- assist in the identification and contracting of external service providers;
- ensure that the contracts of all staff and service providers under the project are implemented properly in accordance with the terms provided therein;
- conduct annual review of the existing compensation and benefits package in order to attract, retain and develop qualified and experienced staff;
- maintain a record of project staff official movements;
- assist project staff with all travel arrangements;
- manage, organise and implement training for all project staff at the central level;
- contribute to the preparation and timely delivery of AWPBs and Annual Procurement Plans;

- establish a filing system of office documents and ensure maintenance, protection and security of office files;
- be responsible for the upkeep of the premises and the availability of office supplies;
- keep a fixed asset register with an identification number affixed to each asset, description and location of asset and the responsible staff for the asset; and ensure that the receipt of each asset is acknowledged; and
- Any other duties as assigned by the Project Director and Director of Finance- MoAW)-Fiji.

21.3 : Financial and Administrative Assistant

Duration of assignment: Up to Six years, following successful completion of a six-month probationary period, with renewable contracts from time to time if performance is satisfactory.

Duty station: Based in PMU Office, Savusavu/Suva, Ministry of Agriculture and Waterways (MoAW)-Fiji

Qualifications and experience

An acceptable qualification (Bachelor of Commerce in Accounting or equivalent business college education), with at least three-year experience in a public institution and/or the private sector, with proven skills in the procurement and administrative aspects of projects and programmes.

Good interpersonal and communication skills, computer literate, and able to work without supervision and as part of a team.

The candidate would be fully aware of and alert to the crosscutting issues of gender, youth, marginalised groups, discrimination and poverty targeting.

Job Description

Operating within a computerized environment, the financial and Administrative Assistant will perform the following duties:

- establish and manage a paper filing system of finance documents for the project office finance;
- establish and manage a petty cash system for the project;
- advise project staff on all travel arrangements, logistics and financial matters;
- work with the FAM to establish/update financial management procedures and systems for the project;
- provide inputs in the preparation and updates of the PIM and Finance and Administrative Manual;
- assist in providing training to project staff in the operation of finance procedures and systems;

- assist with the preparation and consolidation of Annual Work Plans and Budgets (AWPBs);
- prepare payment vouchers, withdrawal applications and SOEs for submission certification of the FAM and approval by PC; provide budget allocation and balance after payment in the voucher in accordance with the AWPB and financing agreement; and ensure that all supporting documents of the approved payment vouchers are stamped paid;
- routinely monitor the monthly receipts and payments statements of the project, check whether expenditure is in-line with AWPB approvals and advise the FAM accordingly;
- assist in the maintenance of financial records and accounts, both paper and electronic;
- assist in the annual audit;
- assist in the preparation of financial progress reports according to the specified reporting schedule in the PIM;
- cooperate with and provide support to supervision, implementation support and evaluation missions as required; and
- any other tasks that may be required by the FAM; Project Director and Director of Finance-MoAW)-Fiji.

21.8 Supporting documentation for withdrawal applications

As specified in chapter 3 of the IFAD Loan disbursement handbook, the following supporting documentation is required:

Type of payment	Supporting documentation
<i>All types of payments</i>	§ The signed contract or confirmed purchase order (Showing the specified amount that is due paid. If this has been sent earlier to the fund a reference to the accompanying letter or document should be given in a footnote to the relevant Application Summary Sheet –form 100) § The bank guarantee for advance payment, as specified in the contract documents § The bank guarantee for performance, as specified in the contract documents § Copies of communications sent by the IFAD country Project manager to the lead Project agency (LPA) providing the IFAD's no objection (post or Prior) to the contract award, and § Evidence of payment.

<i>Payment of goods</i>	§ Supplier's invoice duly certified for payment by the Project director – specifying the goods, their quantities and prices § Bills of lading or similar documents; and § As appropriate, the certificate of delivery (to include condition of goods to delivery).
<i>Payments for services (including consultants)</i>	§ The supplier or consultant claim, duly certified for payment by the Project director and showing sufficient detail. If such Services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable IFAD to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and § As appropriate, a certificate of delivery of satisfactory services
<i>Progress and retention payments of civil works</i>	§ the claim if the contractor, including a financial progress report, stating the work performed and the amount due; § A certificate-signed by the Project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the Project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract, and § A copy of the contract payment monitoring form signed in original by the certifying officer.

Also recommended refer to the FINANCIAL MANAGEMENT ACT 2004 & SUBSIDIARY LEGISLATION, THE LAW OF FIJI: <https://www.laws.gov.fj/Acts/DisplayAct/962>}

21.4: Interim Financial Report (IFRs) Templates

Illustrative financial statements



Protection
Password:

XXXX

Tips:

Provide information in cells highlighted with this color

Text in blue: Provide period for the reporting statement

The cells containing sums and analysis shall be updated automatically.

Cash Forecast:

Provide project information in the highlighted Cells of the Sheet. The "Descriptions" of Categories and Components in this sheet are linked with other sheets. Once provided in this statement will automatically update the "Descriptions in all other statements.

Projects are to provide Cash Forecasts, if disbursements are approved under IFR based disbursements method. For other projects, this statement would be optional.

Provide funds forecast for the next two quarters along with anticipated direct payments, in line with approved Annual Work Plan & Budget for current year and, if not approved, draft Annual Work Plan & Budget for first quarter of subsequent financial year.

Summary of Sources and Uses of Funds-DA Account:

Provide actual data in cells highlighted with this color.

Provide the amounts received in/paid out from the Designated Account only.

Provide required information in the cells highlighted with this color

Variance Analysis - Reporting Quarter:

Provide forecasted figures in the highlighted cells for the reporting quarter. The Planned figures for the Quarter are to be taken from "**Cash Forecast**" of last submitted IFR.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement.

Variance Analysis - Financial Year:

Provide approved AWPB figures in the highlighted cells for the respective year.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement.

The Columns for Cash Forecast are linked with relevant columns of "Cash Forecast" statement.

Variance Analysis - Cumulative:

Provide overall project allocations as per Project Design/Revisions (if any) in the highlighted cells.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement.

Please provide brief comments to explain significant variances in extra sheet

Optional additional information (High, Substantial Risk Projects)

Trial Balance

Bank Reconciliation

Statements

Transaction Lists for selected expenditure categories

Report I: AWPB and Cash Forecast for next 2 quarters

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

Expressed in Designated Account

Currency:

Denomination Currency

USD

For the Period:

Starting Date

To

End Date

	IFAD Instrument n. (add more columns for other instruments)						
	Ref.	Annual Allocations	Actual cash outflow as of (current. Qtr. End)...	Annual Balance C = A - B	Cash Forecast Next Quarter	Cash Forecast Following Quarter	Total Cash Forecast for the two quarters F = D + E
		A	B		D	E	

Category:							
1 Category 1							
2 Category 2							
3 Category 3							
4 Category 4							
5 Category 5							
To tal	I	-	-	-	-	-	-
Component:							
1 Component 1							
2 Component 2							
3 Component 3							
4 Component 4							
To tal	II						

Total Cash Forecast	III		
Expenditure			

Less: Planned Direct Payments/Reimbursements	IV		

Net forecast expenditure from DA	V=II I-IV		

* Opening balance available funds (DA+Project Banks +petty cash)	VI		

Forecast: Replenishments (After reducing Advance Recovery if any)	DA VII		

Projected closing balance	VIII =VI-V+V II		

***Match figure in Report II Ref. I**

Note 1: (VII) may be higher than (V) when there is need to have an extra amount in the DA to cover potential delays in future disbursements

Note 2: The AWPB data covers Project Financial Year. Please note that Cash forecasts are rolling for next 2 quarters, which may not be within the same Financial Year for the 1st and 4th quarter.

Note 3: In Role VII, if a part of the advance is to be recovered in the period prior to Project Completion, reduce the recovery amount proposed.

Date

Approver Signature

Approver Name

Report II: Summary of Sources and Uses of Funds - DA Account

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

For the Period:

Starting Date

To

End Date

Currency: USD

	Ref.	IFAD Instrument n. (add more columns for other instruments)		
Opening Balance Reporting Quarter: DA				
Opening balance Operating / Project account(s)				
Opening Balance Petty cash				
* Opening Balance Total Funds available	I	-		
Funds Received	II			
Total Funds Available	III=I +II			
Uses of Funds by Category:				
Category 1		Actual expenditures Quarter	Actual expenditures YTD	Actual expenditures Inception To Date
Category 2				
Category 3				
Category 4				
Category 5				
Category not yet identified/advance				
Total Funds Used	IV			
Funds Closing Balance (I minus II):	V=III -IV			

Represented by:

DA Closing Balance

Operating account Closing
Balance

Petty cash Closing Balance

Uses of Funds by Component		Actual expenditures Quarter	Actual expenditu res YTD	Actual expenditur es Inception TD
Component 1				
Component 2				
Component 3				
Total Funds Used (must equal II)	VI			

*** Match figure to Report I Reg. VI**

Note 1: this Form to include IFAD Financing & Other Financing that is administered by IFAD

Note 2: Total IV must equal Total II

Note 3: If figures are stated in the functional / reporting currency that is different from DA currency, please show equivalent figures in DA currency in additional columns, using forex rates applied on FIFO basis as disclosed.

Date

Approver Signature

Approver

Name

**Report III: Designated Account Activity
Statement**

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

For the Period:

Starting Date

To End Date

Expressed in Designated Account

Denomination Currency: USD

Notes

PART I (Advances and Expenditure)	

1. Cumulative Advances by IFAD to the end of current Reporting period / quarter		Total advances received from IFAD (into the DA or equivalent in Govt. Treasury) to the end of current reporting period / Quarter. State last WA Number and Date through which advance was received
2. Cumulative Expenditure justified by IFAD since project start till the beginning of Reporting Quarter		Total Amount of eligible Project expenditure justified / Reported in IFRs till previous quarter end. This should <u>not</u> include direct payments / reimbursements to other accounts if any
3. Outstanding Advances to be accounted for (Line 1 minus Line 2)		This balancing figure should be matched to IFAD's Loan Account record
PART II (Designated Account - DA - Activity)		
4. DA balance at beginning of Reporting Quarter		Match to Report II (Ref. I)
5a. Advances disbursed by IFAD during the Reporting Quarter		To support this figure, please attach a List of WAs processed by IFAD.
5b. Add/Subtract cumulative adjustments, if any		This may be reconciling items, e.g. funds recalled or any refund of ineligible expenditures during the quarter, if any.
5c. Total amount of Advances received during current reporting Quarter, net of adjustments (Line 5 plus Line 5b)		
6. Outstanding Advances to be accounted for (Line 4 plus Line 5c)		This is the total amount to be justified / accounted for. This should normally be same as Line 3. If not, difference to be explained in notes below

7. DA balance at end of Reporting Quarter		Match to Report II (Ref. I)
8a. Expenditure incurred during the Reporting Quarter		Match to Report II (Ref. II)
8b. Add/Less Adjustments, if any		This may be reconciling items, e.g., WAs submitted but not yet justified / recorded by IFAD at quarter-end. Adjustment details to be noted below
8c. Total expenditure reported (net of adjustments) Expenditure (Line 8a plus 8b)		Match to Report II (Ref. II)
9. Total Advance accounted for: Add Line 7 and Line 8c		This should normally be same as Line 3 and Line 6. If not, difference to be explained in notes below
10. Difference if any (Line 6 minus Line 9)		This represents advance that has not yet been explained. This should ideally be zero. If not, explain reconciliation in note below
PART III (CASH FORECASTS and REPLENISHMENT REQUIREMENT)		Match all figures to Report I
11. Net Forecast Spend from Designated Account		Figures from Report I (REF V). This excludes planned direct payments and Reimbursements)
12. Replenishment Requirement for Subsequent 2 Reporting Quarters		Figures from Report Ref VII
13. Advance Recovery, if any		Recovery will be processed during the 6 months preceding the Completion Date
14. Disbursement requested this quarter		Give WA Reference Number

NOTES

Explanation for item 5b (if not zero):

IFR,	WA
Ref	

<i>Explanation for item 8b (if not zero):</i>	
	IFR, WA Ref
<i>Explanation for item 10 (if not zero):</i>	
	IFR, WA Ref

Note 1: IF the Reports II and II are in functional currency other than the DA currency, equivalent amounts in DA currency in this report and Report I should be prepared using forex rates on a FIFO basis.

Date

Approver Name

Report IV: Variance Analysis of Use of Funds by Quarter

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

Reporting period:

Currency: USD

	IFAD Instrument (add more columns for other instruments)			
	Planned (AWPB)	Actual	Variance*	
	A	B	C = A-B	D=C/A (%)
Expenditure by Categories: Category 1 Category 2 Category 3 Category 4				
TOTAL I				
Expenditure by Components: Component 1 Component 2 Component 3 Component 4				
TOTAL II				

* Note 1: Provide reasons if the quarterly variances are equal to or more than 10%

Note 2: Figures in column B (Actuals) should match corresponding figures in Report II and III

Report V: Variance Analysis of Use of Funds - FY

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

Reporting period:

Currency: USD

	IFAD Instrument (add more columns for other instruments)			
	Planned (AWPB)	Actual	Variance*	
	A	B	C = A-B	D=C/A (%)
Expenditure by Categories: Category 2				

Category 3 Category 4 Category 5				
TOTAL I				
Expenditure by Components: Component 2 Component 3 Component 4				
TOTAL II				

*** Note: Provide reasons if the variances are equal to or more than 10%**

Note 2: Figures in column B (Actuals) should match corresponding figures in Report II and III

Note 3: Planned figures in Column A should be adjusted for phasing up to the reported quarter

Report VI: Variance Analysis of Use of Funds - Cumulative

Country: FIJI

Name of the Project: BE-GREEN

IFAD Instrument number:

List other instruments if applicable

Reporting period:

Currency: USD

	IFAD Instrument (add more columns for other instruments)			
	Planned (AWPB)	Actual	Variance*	
	A	B	C = A-B	D=C/A (%)
Expenditure by Categories: Category 2 Category 3 Category 4				

Category 5				
TOTAL I				
Expenditure by Components: Component 2 Component 3 Component 4				
TOTAL II				

* **Note 1:** Provide reasons if the variances are equal to or more than 10%

Note 2: Planned expenditure in Column A should be cumulative of all approved AWPBs to date, adjusted for phasing to the reported quarter

OPTIONAL

NAME OF THE PROJECT: BE-GREEN
IFAD LOAN/GRANT NUMBER

Cash Forecast for Next 2 Reporting Periods Ending on _____

Interim Financial
 Report No. ____

Annex: I.B

Disbursement Category	Ref	Government			Beneficiaries		
		Next reportin g quarter	ollowin g eportin g quarter	total for 2 eporting quarters	Next eportin g quarter	ollowin g eportin g quarter	total for 2 eporting quarters
		A	B	C	D	E	F
		Currency			Currency		
Forecast by Category:							
1	category						
2	category						
3	category						

4	category						
5	category						
6	category						
7	category						
total		I					
Forecast by Component:							
1	Component : 1						
2	Component : 2						
3	Component : 3						
4	Component : 4						
5	Component : 5						
6	Component : 6						
7	Component : 7						
total		II					

total Expected payments III

Less Forecast: In-kind IV

Forecast: Cash to be received III - IV

Annexure: 21.5: Designated Account Reconciliation Statement and

Appendix 3 (a) Designated Account statement IFAD Handbook for Financial Reporting and Auditing of IFAD-Financed Project

Annexure: 21.6:- Financial: Actual financial performance by financier; by component and disbursements by category

Appendix-1: Financial: Actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financier

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan			
IFAD grant			
Co-financier			
Government			
Total			

IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

Table 5B: Financial performance by financier by component (USD '000)

	IFAD loan			IFAD grant			Co-financier			Government			Domestic 1			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%

Table 5C: IFAD loan disbursements (SDR, as at)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
IV							
V							
	Initial deposit						
	Total						

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

Appendix 9: Project Procurement Strategy

Procurement Significance:

There are no envisaged big ticket procurement packages in this project. The first phase of this Multiphase Adaptive Program will be implemented in the following six districts of Cakaudrove Province located in the island of Vanua Levu: East Wailevu, Koroalau, Navatu, Naweni, Savusavu, and Vaturova. Per the proposed cost tabs there are no projected civil works procurement for works. Low value procurements are expected for and goods(equipment and materials) and consultancies (conduct of studies).

Procurement of goods

Project is envisioned to procure regular office equipment such as laptops, printers, office furniture and other basic small-scale equipment and materials to be defined during implementation. The exact number of all goods and their specific procurement budget for each package will be ascertained at a later stage as the implementation proceeds ahead, as it is difficult to foresee at the present stage. Nonetheless, it is evident that the contract packages will be small in size.

Procurement of works

The cost tabs do not have provision for procurement of civil works.

Procurement of consulting services

The project will procure consulting services to provide expertise in the development of plans and activities including conduct of studies. These consulting services include the selection of pre-selected Lead Implementation Partners(LIP) and the competitive procurement of individual/NGO/consulting firm service providers to build capacity/undertake assessments in the implementation of the appropriate sub-components. Again, at this stage, the specific contract packages will be ascertained at a later stage as the implementation proceeds.

OVERVIEW OF COUNTRY, BORROWER AND MARKET PLACE

Operational Context

Governance: The Government of Fiji is a parliamentary democracy with a President as Head of State and a Prime Minister as Head of Government. The national government has Executive, Legislative and Judicial Branches. The Prime Minister is elected by members of the Parliament. Judicial power is exercised by a Supreme Court and other lower courts. The country is divided into four administrative divisions consisting of fourteen provinces.

Public procurement in Fiji is currently governed by the *Procurement Regulations 2010, as amended*, and its implementing guidelines. The Fiji Procurement Office (FPO) regulates and administers conduct of procurement activities. A Government Tenders Board(GTB) was established to approve contracts worth at least FJD 50,000.1. Contracts below this threshold are approved by the Permanent Secretary(PS) at the ministry level. The PS may delegate the approval authority to lower officials.

Key Procurement arrangement under BE GREEN Project:

It appears that existing procurement regulations and procurement templates are not regularly updated or consolidated. Evaluation and award criteria are centered on goods procurement. There are template procurement documents. However, these templates refer more to goods than consulting services and works There is a current effort by the

government to approve a new procurement law for implementation in 2025 to align with international procurement practices. In the meantime, Be-GREEN will use the IFAD Procurement Handbook and IFAD Standard Procurement Documents, as may be amended from time. Accordingly, Fiji Procurement Regulations 2010, as amended, including its Implementing Guidelines will not be applicable in BE-GREEN Project. This is an approach that was also implemented by World Bank in Fiji Tourism Development Program in Vanua Levu approved on June 23, 2023.

Procurement activities will be based in Savusavu through three project procuring entities, namely: the Project Management Unit (PMU) and the two Lead Implementing Partners (LIPs) respectively for component 2 and 3. PMU will directly procure the two LIPs for the entire duration of the project or on multi-year contracts, as appropriate. Procurement decisions will be rendered by these procuring entities. Procurement functions will be led by a Procurement Officer and a Procurement Assistant at the PMU. Due to the anticipated volume of procurement, the LIP under Sub-Components 2.2 and 3.1, will engage a full-time Procurement Associate. Due to foreseeable limited procurement, the LIP for Component 2 will designate a Procurement Focal Point from among its project personnel. The Procurement Associate and Procurement Focal Person will coordinate with the PMU Procurement Officer and Procurement Assistant. Among others, the Procurement Officer, Procurement Assistant, Procurement Associate and Procurement Focal Person will be responsible for the following:

- Review of proposed procurement activities in terms of alignment to the AWPB, appropriate procurement packaging and compliance with the IFAD Procurement Handbook, IFAD Project Procurement Guidelines and IFAD Project Procurement Arrangements Letter before uploading of the Procurement Plan(PP) in IFAD's Online Procurement End to End System(OPEN) for prior No Objection;
- Work closely with other project staff and consultants in the preparation of bidding documents. As applicable depending on the nature of the procurement, bidding documents and contracts must incorporate SECAP associated mitigation measures;
- Efficient management of procurement processes in accordance with the mode of procurement identified in the online PP;
- Uploading and updating of contract data in OPEN and;
- Ensure that suppliers, service providers, contractors and consultants comply with their obligations under their respective contracts.

Regarding procurement by Grantees under Sub-component 2.3, the PMU Grant Manager will lead the development of a Grant Manual based on current procedures of the Ministry of Agriculture and in coordination with the Procurement Officer. Among others, the Grant Manual will prescribe simplified procurement procedures that Grantees will follow in implementing the grant. The manual will also provide for grant acquittal procedure and documentation to be observed by Grantees. The procurement section of the PIM will also provide additional guidance on procurement pursuant to these grants.

The consultancy services market in Fiji is also not very robust. Therefore, the market approach for specialized and critical consulting services that may be required by the Project may be international. Other smaller consulting assignments will be procured using Selection Under a Fixed Budget Selection (FBS), Least-Cost Selection (LCS), Selection Based on the Consultants' Qualifications (CQS), and Individual Consultant method with national market approach in accordance with the procurement rules under the IFAD Procurement Handbook.

Economic Aspects: It is anticipated that procurements under the project are of small value. However, typical of small island nations, the local market for supplier of consulting services and goods have remained weak and with limited availability of goods and consulting services. There is therefore a risk of lack of interest from qualified suppliers and consultants to the low value bidding opportunities under the Project. Sound contract packaging to achieve economies of scale and utilization of framework agreements may be considered for an efficient project procurement.

Sustainability Aspects: BE-GREEN will not have any large value construction or supply contract activities that trigger social, environmental or health and hazard issues in wider scale. However, to address any environmental, social, climate change and health and disaster risks in all goods procurement activities, adequate provision to mitigate the risk shall be provisioned in bidding and contract so that climate adaptive interventions are in place at each step of the implementation process. IFAD Bidder and Contractor/Supplier/consultant Self Certification forms will be required to be executed.

Technological aspects: The Government of Fiji has not yet fully developed an electronic platform for e procurement. At most, current regulations allow, in special circumstances that are not amplified, the electronic submission of bids by email to the FPO.

The implementing agencies, PMU and lead implementing partners will need to obtain training on using currently launched IFAD's OPEN online procurement End to End System to manage procurement activities.

IA's Internal Capability Assessment

Experience:

Ministry of Agriculture & Waterways(MoAW): IFAD only had one prior investment project in Fiji, the Fiji Agricultural Partnerships Project(FAPP). The Ministry of Agriculture was the Lead Project Agency tasked to managed and implement the project. However, the project was considered unsuccessful with 22% disbursement rate. The project encountered serious delays in procurement including the recruitment of the LIP. The Financing Agreement for the FAPP project had authorized the use of the country procurement rules. For BE-GREEN, due to the above discussed inadequacy of the current procurement rules to respond to project procurement needs, the Project will use the IFAD Procurement Handbook and its Standard Procurement Documents. As designed, most procurement activities will be conducted by the PMU and the LIPs. It is recommended that, as a mitigation measure, an experienced procurement officer under the PMU will be engaged to oversee all project procurement.

BE-GREEN implementation arrangements: For the smooth implementation of BE-GREEN, following implementation arrangements have been proposed in the PDR:

"Project Management Unit. A PMU will be established in Savusavu and hosted by MoAW Crop Extension Division. It will be responsible for carrying out BE-GREEN implementation responsibilities and will be fully accountable for project performance, the integration and utilization of IFAD and GEF funds, and stakeholder engagement and

coordination. The PMU will be headed by a Project Director, who will have responsibility for managing the project, ensuring synergies between GEF and IFAD financing, coordination with GoF and other donor-funded activities (e.g., the World Bank Tourism Development Program in Vanua Levu), and regular consultations with PSC and NPSC. The composition of the PMU is in Table 1. Further details relating to the GEF technical team will be detailed in the PDR-CER.

Table 1 – PMU Staffs

Project Director	
IFAD Technical Team	GEF Technical Team
1 IFAD Technical Manager	1 GEF Technical Manager
1 GESI Officer	1 Environment and Climate Change Specialist
1 Grant Manager	
1 Rural Finance and Agribusiness Specialist	
Back-office	
1 Financial Management and Administration Manager	
1 Financial Management and Administration Assistant	
1 Procurement Officer	
1 Procurement Assistant	
1 M&E Officer	
1 Knowledge Management Officer	
1 Office Assistant	

Lead Implementation Partners. Two pre-selected LIPs will be contracted to support the implementation of Components 2 and 3:

- PCDF will lead the implementation of Sub-component 2.1. A recognized NGO, PCDF has extensive experience in community development, including with IFAD's former project FAPP, where it was already the LIP. PCDF will hire 78 community facilitators, covering all the target villages and settlements. A district facilitator will be selected among community facilitators to support the coordination of activities at district level. PCDF will hire a dedicated Project Manager, three Field Officers and a Procurement Associate for implementing its responsibilities under BE-GREEN. It will also hire an environmental NGO for developing the methodology for the preparation of community plans.
- PIFON will lead the implementation of Sub-components 2.2 and 3.1. PIFON is a membership-based umbrella organization for national farmer organizations in the Pacific Islands that has long been partnering with IFAD in Fiji and across the region. PIFON will coordinate interventions to be provided by its members (such

as Tutu Rural Training Center for root-crop based agro-forestry, or Fiji Beekeepers Association) and other like-minded service providers in areas not covered by PIFON members (such as Koko Mana for cocoa-based agro-forestry). PIFON will hire a dedicated Project Manager, who will be based in Savusavu.”

Strengthening Procurement Capacity:

- Procurement expertise will be required for timely award of the contracts, its execution and monitoring for the success of the project. Given the inadequate procurement capacity by PMU and pre-selected LIP personnel, a Procurement Officer with proven experience on conducting public procurement following IFAD or other multilateral development bank procurement procedures should be immediately engaged. IFAD implementation support will likely be needed in the provision of procurement related trainings and guidance at start up and during program implementation on procurement planning, preparation of technical specifications/terms of reference and bidding documents, management of procurement process, evaluation and post-qualification of bids, monitoring of contracts including short-term capacity building procurement trainings on IFAD’s OPEN online procurement End to End System. Project procurement staff will also increase procurement capacity if enrolled in the IFAD Build Procurement program.
- Strengthening project procurement capacity will ensure timely authorization and actual processing of due payments to vendors.

Procurement processes:

The Financing Agreement (FA) for the BE-GREEN Project entered into force on _____. It is important for all project staff and procuring entities to be familiar with the provisions of the FA. Attached as Annex 1 to this manual is a copy of the FA. Annexed to the FA is the IFAD General Conditions for Agricultural Development Financing (General Conditions) dated 29 April 2009, amended as of December 2022. As an exception to Section 7.05 of the General Conditions, IFAD Procurement Handbook will be the source of applicable procurement rules for BE-GREEN Project.

The Handbook may be accessed at <https://www.ifad.org/en/-/document/project-procurement-guidelines>. IFAD’s standard procurement documents templates (including IFAD Standard Bid Documents) may also be accessed at <https://www.ifad.org/en/-/document/complete-list-of-standard-procurement-documents-templates>.

IFAD Project Procurement Arrangements (PPA)

As defined in the General Conditions, the PPA “means the operational document set out unilaterally by the Fund which contains instructions on the execution of project procurement operations with respect to the acquisition of goods, works and services under a Financing Agreement. It may be unilaterally amended by the Fund from time to time based on the current overall Project Procurement Risk Matrix (PRM)” (p.7, General Conditions). More specifically, the PPA, which will be issued by the IFAD Country Office, will identify applicable procurement methods and prior review thresholds. The PPA provisions are accessible in IFAD’S OPEN.

During Supervision and Implementation Support Missions, IFAD will undertake a procurement risk assessment to identify and manage risks associated with procurement. “IFAD has adopted a risk-based procurement approach for operations it supports and will use evidence-based assessment of procurement risks across country and project-specific dimensions of procurement. For both country and project assessments, a procurement

risk matrix will be used to identify and assess risks and define a strategy for mitigating these risks.

This approach serves to: address risks in project procurement; set procurement thresholds and supervision arrangements; and assess capacity-building requirements for projects” (p.5, Project Procurement Guidelines (PPG). The assessment will be embodied in the PRM. The provisions of the PPA may be adjusted based on the PRM.

Procuring entities and procurement staff

Procurement activities will be based in Savusavu through three procuring entities of the project namely: the Project Management Unit (PMU) and the two Lead Implementing Partners (LIPs). Procurement decisions will be rendered by these procuring entities. Procurement functions will be led by a Procurement Officer and a Procurement Assistant at the PMU. Due to the anticipated volume of procurements, PIFON, the Lead Implementing Partner (LIP) under Sub-Components 2.2 and 3.1 will engage a full-time Procurement Associate. Due to foreseeable limited procurements, the LIP for Component 2, will designate from among its project personnel a focal person for procurement. The Procurement Associate and Procurement Focal Person will coordinate with the PMU Procurement Officer and Procurement Assistant. Among others, they will all be responsible for the following:

- Review of proposed procurement activities terms of alignment to the AWPB, procurement packaging and compliance with the IFAD Procurement Handbook, IFAD Project Procurement Guidelines and IFAD Project Procurement Arrangements Letter before uploading of the Procurement Plan (PP) in OPEN for IFAD’s prior No Objection;
- Work with other project staff and consultants in the preparation of bidding documents. As applicable depending on the nature of the procurement, bidding documents and contracts must incorporate SECAP associated mitigation measures;
- Efficient management of procurement processes in accordance with the mode of procurement identified in the online PP;
- Uploading and updating of contract data in OPEN;
- Ensure that suppliers, service providers, contractors and consultants comply with their obligations under their respective contracts.

In the implementation of the project sub-Components, whenever appropriate to foster beneficiary co-ownership and specific sub-project sustainability, procurement via community participation will be undertaken to the extent possible.

Procurement planning

Critical to successful project implementation is procurement planning. The PMU and the LIPs are responsible in identifying what needs to be procured. For this purpose, identification of needs requires close coordination with project stakeholders. To ensure proper and strategic procurement planning, the PMU and LIPs shall conduct market scoping as a preliminary undertaking which covers the proper cost estimation, project design and specifications, technical and selection criteria, delivery and time, storage or warehousing requirements, related industry practices, and other relevant market information. Market scoping may include the following activities: consultations with suppliers, contractors or consultants, professional associations or groups; participation in summits, fora or conferences; evaluation of market reviews; review of product or service brochures and marketing materials, industry journals and publications, other related materials and publications; price sourcing for quotations or cost estimates from suppliers, contractors or consultants; use of relevant data from the Fiji government websites to serve as a guide or reference; or any analogous activity for the purpose of gathering relevant market information.

With respect to consulting services, the PMU and LIPs shall ensure that the Terms of Reference (ToR) are sufficiently detailed to guide the preparation of the bidding documents, conduct of the shortlisting, evaluation of the bids and management of the eventual contract with the consultant. The ToR should be able to clearly identify whether what will be procured is a firm or an individual consultant. A mix of individuals and firms competing is not advisable because of the lack of direct comparison during the final bidding process. Firms will have higher costs, such as overhead and liability insurance, that individual consultants do not, making a true cost comparison impossible. On the other hand, consulting firms are preferable in assignments that require a team approach among the experts, corporate accountability/insurance and a stronger financial position. IFAD has a template for Terms of Reference among its Standard Procurement Documents.

IFAD's ONLINE PROCUREMENT END TO END (OPEN) System

Online Project Procurement Plans (PP) will be prepared via IFAD's OPEN. The PP will be consistent with the Annual Work Plan and Budget (AWPB). Access to the OPEN system will be provided to the Procurement Officer and Procurement Assistant (PMU), Procurement Associate and Procurement Focal Person (respective LIPs). The Procurement Officer will be primarily responsible for reviewing proposed procurement activities and modalities in the online PP embedded in IFAD's OPEN to ensure compliance with the IFAD Procurement Handbook, consistency with IFAD Project Procurement Guidelines and IFAD Project Procurement Arrangements (PPA) before uploading of the PP for IFAD's No Objection. Any upgrade to the procurement plan is subject to IFAD No Objection. The application of different methods of procurement for goods, works and consulting services will be in accordance with the methods of procurement for goods, works and consulting services as established and approved in the PP consistent with the PPA. Monitoring and tracking of status of procurement activities and executed contracts will be via OPEN. Nominated procurement staff will undergo training to familiarize with OPEN.

Procurement methods, prior review and corresponding thresholds

Applicable procurement methods and prior review will be based on following initial thresholds established in the PPA for BE GREEN Project:

Specific procurement activities identified in the PP will be subjected to IFAD Prior Review via OPEN as a risk management measure. In general, prior review will check if proposed procurements are in accordance with the Financing Agreement and PPA, or any subsequent changes reflected in mission reports (e.g. Supervision, Implementation Support, Mid-Term Review, Aide-Memoires, correspondence) and consistent with the approved AWPB and PP. As implemented via IFAD OPEN, prior review will be conducted for proposed bidding documents, shortlisting and bid evaluation reports and draft contract. For proposed bidding documents, prior review will check if the proposed procurement is in accordance with the PP and if all required information required to be filled up in the bidding documents have been correctly accomplished. Bidding documents should include SECAP/SH-SEA/Anti-money laundering and Fraud and Corruption clauses. Prior review will also include checking if SECAP risks have been clearly addressed, in line with the procurement strategy and the PIM. Proposed bidding documents will be checked to assess if bidding requirements may result in "exclusion, discrimination, bias, prejudice, favouritism or unequal treatment of any potential supplier or contractor, either directly or indirectly, through manipulation of any part of the procurement process, including (but not limited to) the preparation of technical specifications, evaluation criteria or bidding requirements". (Para 26, p. 8, IFAD Procurement Guidelines.). Review of evaluation reports will also entail checking if the processes and evaluation criteria at shortlisting, preliminary examination, detailed evaluation and post qualification stages of the bidding have been properly applied. Review of proposed contracts will check compliance with contract templates and there is no deviation from bidding requirements.

Before uploading the documents in OPEN, the Procurement Officer will undertake an initial review and seek additional information from the concerned procuring entity, as necessary.

Procurement pursuant to awarded grants

Regarding procurement by Grantees under Sub-component 2.3 grants, the PMU Grant Manager, in coordination with the Procurement Officer, will lead the development of a Grant Manual based on current MoAW procedures. The manual will reflect simplified procurement procedures to be followed by Grantees. These procedures will reflect IFAD procurement principles of ethics, accountability, competition, fairness, transparency, efficiency, effectiveness and economy including best value for money as stated in the IFAD Project Procurement Guidelines. PMU will directly pay suppliers, consultants and contractors as preferred mode of payment. Likewise, the Grant Manual will define a clear grant acquittal procedure and prescribe a Grant Acquittal Report template for potential grantees to comply.

Post review

During supervision and or implementation support missions IFAD will conduct reviews of procurement conducted by the PMU, LIPs and grantees based on a sample of contracts or ongoing procurement activities. Post review of procurements by the PMU and LIPs is conducted by the IFAD Procurement Consultant following the same parameters as for prior review. Post review of grantees procurements will be conducted as provided in the Grant Manual and applicable grant agreement. The IFAD Procurement Consultant will perform other duties as required in the Terms of Reference of the supervision and or implementation support mission.

Contract management

Contract management refer to all actions undertaken after the award of a contract, and relate to the administrative aspects of the contract, such as enforcement of contract provisions, contract amendment, contract closure, record retention, maintenance of the contract file, and handling of security instruments (e.g., performance security). For PMU and LIP procurements, the Procurement Officer, Procurement Assistant, Procurement Associate and Procurement Focal Person, with involvement of the finance officers and corresponding project staff will be responsible for contract management.

The period for active contract management usually starts at the moment the contract is signed and ends when the final completion certificate, including defects liability or warranty period as applicable, is issued. The task of contract monitoring is to ensure that both parties to the contract perform in accordance with that contract agreement and to take action as required to address any problems or delays, whether actual or anticipated. On the contract of supply of goods and materials, the monitoring process ensures that goods are delivered on time, and are acceptable to the Project in terms of quantity, quality and supporting documentation. When contracting services, the Procurement Officer, Procurement Assistant, Procurement Associate, Procurement Focal Person and corresponding project staff must monitor the performance of the contractor/consultant by ensuring timely receipt and acceptance of the deliverables specified in the contract (e.g., inception reports, progress reports, reports from workshops or training sessions etc.).

Contract management by grantees will be as will be provided in the Grant Manual, grant agreement and applicable purchase contract.

Maintenance of records and files

The PMU, LIPs and grantees must establish a procurement file for each procurement process/activity. In addition to information documentation of the procurement process (cost estimate to contract signing), the file must include all information required to

successfully administer the contract. Any issues of clarification or change of the contract must be fully documented in this file. In order to provide their input throughout the contract administration phase, the procurement officers will normally have a separate file with a copy of the contract as part of each procurement activity separate. The Project should maintain all documents and records related to the bid and contract for at least three years after the completion of the bid or contract as specified in Section 7.05, clause b (ii) of IFAD General Conditions.

Procurement under the project will be in accordance with the IFAD's Project Procurement Guidelines, IFAD Procurement Handbook and the applicable Project Procurement Arrangement (PPA) letter.

Contract Management Capability and Capacity:

The engagement of an experienced procurement staff by PMU and LIPs is intended to mitigate the risk that procurement processes and eventual contracts will not be properly managed and enhance contract administration and management capacity of the project. IFAD implementation support will be needed at start up in providing capacity training to organic government and project hired staff on contract management.

Complaints management and dispute resolution systems:

The IFAD Procurement Handbook provides for a protest and appeal mechanisms that will be followed by the project.

Procurement Audit

Procurement accounts for a major portion of activities under a project. It plays a very critical role in successful project implementation which highly depends on an appropriate process that describes how the public resources should be managed until the closure of the contract, to obtain project objectives. The procurement cycle includes planning, designing of general specifications, preparation of engineering/cost estimates, preparation of evaluation and qualification criteria and procurement documents based on identification of risks, constraints, assumptions and selection of suppliers/technical assistance/consultancy services in accordance with the evaluation and qualification criteria.

Usually undertaken when internal and external audits are conducted. Procurement audit is basically a method in project management that formally evaluates the performance of the procurement processes being practiced. It is also used to create a record that can be used to shape up and streamline the procurement practices of the organization, while testing the effectiveness of existing controls.

It involves a structured review that stems from the procurement planning process going through various stages throughout the procurement cycle. The lapses and instances of noncompliance are identified and reported for future activities and to strengthen the internal controls.

It is important to appreciate the significance of the checking the desired capacity, qualification and experience of the internal audit team to be deployed for the procurement audit function. The procurement audit observations and the management responses to resolve these should be submitted to IFAD and placed before the Project Management Committee or Project Steering Committee, as the case may be. The procurement audit is to be conducted every 12 months by an independent internal auditor.

Procurement Capacity Development

The procurement unit in the PMU will be headed by a procurement officer/associate. There will be a contract management officer and a procurement assistant as team members. The TORs for these positions will include specific experience and skills requirements along with relevant qualification requirement. It will be ensured that all the staff fulfilling desired experience, qualification and skill requirements are hired by PMU and lead Project Implementation Partners.

The capacity development plan of the procurement staff will include the following:

- i) The procurement manager, contract management officer, and the procurement assistant will be nominated to attend training program organized by SPPRA.
- ii) ITC/ILO has a project procurement training programme (Blend of online and offline), BUILDPROC. BUILDPROC is a capacity-building programme in procurement for agricultural and rural development. The cost of the programme would be borne by the project resources. To retain the talent, the PMU may specify minimum number of years of service to be completed, beyond certification.
- iii) IFAD Fiji country office will conduct additional need-based training programmes on end-to-end procurement (OPEN) through its staff and/or accredited procurement consultant.

Procurement Supervision Plan

IFAD will field an annual supervision mission to the project and the IFAD Procurement Specialist, as the mission member, inter alia, will (i) review the procurement contracting and implementation processes and timeliness and appropriateness of procurement actions; (ii) assess contract administration and management procedures and review the completeness and updated nature of contract data in the OPEN Contract Monitoring; (iii) determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether procurement documentation and records (including securities) are maintained as per required standards and can be relied upon.

In addition to the annual Supervision Mission, IFAD Country Office will also organise a startup workshop within 2 months from entry into force. On need basis additional specific ad-hoc support missions may be fielded by IFAD.

Key Conclusions: The applicable procurement laws and regulations do not provide sufficient mechanisms consistent with IFAD's Project Procurement Framework. Procurements will use the IFAD Procurement Guidelines, Procurement Handbook and Standard Bidding Documents. These will be supplemented by: (i) the inclusion of an experienced Procurement Officer and Procurement Assistant at PMU and Procurement Associate at LIP; (ii) A Procurement Manual that will provide guidance on critical aspects of project procurement and; (iii) IFAD implementation support at start up to increase technical capacity in procurement and contract management.

Market Analysis

At the time of the mission, specific procurement packages were not yet identified. Due to these constraints, this PPS will need improvement to undertake market sounding and market consultation. However, the local market for the supply of consulting services and goods have remained weak with limited availability of consulting services and goods particularly in Vanua Levu. There is therefore a risk of lack of interest from qualified consultants and qualified suppliers to the low value bidding opportunities under the Project. It is important that there is a responsive procurement planning and targeting to ensure successful procurement activities.

PROCUREMENT RISK ANALYSIS:

Procurement risk analysis/ for above mentioned both contract packages has been presented in the following table:

- a. Medium to small size contract for goods/consulting service packages for initial 18 months PP activities

Risk Assessment Table

Risk Description	A	B	Over all Risk Score AxB	Assessed Inherent Risk	Proposed Mitigation Measure/s throughout the Procurement Process	Net Risk (assuming full functioning of the mitigation measure/s)
	Likelihood of Occurrence	Impact upon Occurrence				
a) Project Planning and Design Stage						
Inadequate and poor technical specifications /terms of reference often lead to complication during the contract implementation.	L	M	L	This results in time and cost overrun, substandard output and dispute between the parties.	Ensure specifications /terms of reference are prepared properly.	Less possibility of time and cost overrun, substandard output and dispute between the parties.
The consultant may not have the necessary qualification and practical experience.	L	M	L	May result in unsatisfactory quality of outcomes .	Recruit qualified, experienced and dedicated officials to ensure efficient implementation of the project activities.	Less possibility of inefficient implementation of the project activities.
b) Project Procurement stage						
Risk of less competition due to the preparation bid documents (technical specifications/	L	L	L	May lead to re-tendering	Prepare bid document and specification only after the proper	Less chances of cancellation of whole tendering process.

terms of reference) without market survey					market survey	
Risk of substantially high bid prices	L	M	L	In case of substantially high bid price PMU/LIP may (i) cancel the whole bidding process or (ii) pay high price compromising the value for money	Include relevant provision in the bidding document on-the acceptance or cancellation of bids mentioning the threshold value considering the value for money	Less chances of bidding high price
Risk of non-formation of capable evaluation committee with proper composition of committee members	M	M	M	May lead to delay in evaluation and improper selection of bidder	Formation of capable evaluation committee with proper composition of committee members	Less chances of delay in evaluation and improper selection of bidder
c) Contract administration and Management Stage						
Risk of delayed deliveries/submission of consultant outputs.	L	M	M	Results in time and cost overrun.	Prepare realistic contract management plan and close monitoring of the contract execution. Use early warning clause in contracts.	Less possibility of slow in delayed deliveries/submission of consultant outputs
Risk of low-quality of delivered goods/consultant deliverables	S	S	S	Increase risk of non-payment of work done, disputes	Include the provision of (i) timely and proper quality control measure (ii)	Results good quality work

				among two parties.	close inspection of goods for technical specs compliance/r eview of consultant outputs(iii) rejection of noncompliant deliveries/ret urn of consultant outputs for further modification	
Risk of failure of supplier/consu ltant due to changed cash flow situation.	L	M	L	Increases risk of contract failure. Results in time overrun as well as cost overrun.	Add a requirement of bank credit lines specifically for the contract in the evaluation and qualification criteria. Monitor the suppluer/con sultant performance closely and take necessary action as early as possible.	Less chances of contract failure and time and cost overrun.
Risk of improper record keeping of necessary documents	M	S	S	May led to problem in time extension and dispute settleme nt.	Keep the contractual record/docu ments properly	May not led to the problem for time extension and dispute settlement

PROCUREMENT OBJECTIVES

Project procurement objectives are: by procuring quality consultant/supplier for the supply of goods and consulting services for communities in the target provinces.

RECOMMENDED PROCUREMENT APPROACH

- a. Recommended procurement approach for medium to small size contract for goods/consultancy service packages for initial 18 months PP activities

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Conformance	Need to mention the requirement in the PIM for the incorporation to ensure this is addressed by the borrower/recipient when procurement is undertaken.
Sustainability Requirements	Yes	Need to mention the requirement in the PIM for the incorporation in each procurement cycle (bidding document, specification, evaluation criteria) to ensure this is addressed by the borrower/recipient when procurement is undertaken.
Contract Type	Traditional based on IA's design	competitive
Pricing and costing mechanism	Schedule of Rates	
Supplier Relationship	Collaborative	

Price Adjustments	None, fixed price	Contract will be of fixed price
Form of Contract (Terms and Conditions)	State any special conditions of contract	In the bidding document there will be a separate section of Special Condition of Contract (SCC)
Selection Method	Invitation To Bid (ITB)/ Request for Quotations (RFQ)/ Request for Proposals (RFP) Sole Source Selection with justifications	Procurement rules require national competitive bidding (NCB) for high value contracts
Selection Arrangement	Commercial practices	Competitive method

Market Approach	A. Type of Competition National B. Number of Envelopes/Stages Single Envelope	Procurement rules require national competitive bidding (NCB) for high value contracts.
Pre / Post Qualification	Post-Qualification	All bids will be subjected to post qualification.
Consultant Selection & Evaluation Method	Quality Cost Based Selection (QCBS)	QCBS method with shortlisting upon an EoI process.
Evaluation of Costs	A. Adjusted Bid Price (corrected for a bidder's arithmetical errors) B. Life-Cycle Costs	
• Domestic Preference	No	No
• Rated Criteria	List the type of criteria to be used (mandatory/desired)	

SECAP INTEGRATION

There are no planned procurements for civil works projects for the initial 18 months Procurement Plan. The cost tabs also do not have cost items for works. Procurement during the first 18 months will be mostly for goods(equipment and materials) and consulting services to undertake studies, help in the development of community plans. However, the ESCMP Matrix identified SECAP risks. Corresponding procurement actions are suggested below:

Environmental and Social Safeguards

Biodiversity conservation	Risk Rating	Consequence	Guidance for Project
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Moderate	Moderate Project may possibly require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	Bidding documents to consider eco-label specification as "minimum specification" or alternatively grant technical weight in bid evaluation for eco-labelled products whenever possible. Include in Bid Document construction materials should be sourced from Government approved supplier and sites
Resource Efficiency and Pollution Prevention	Risk Rating	Consequence	Guidance for Project

Environmental and Social Safeguards

Indigenous Peoples	Risk Rating	Consequence	Guidance for Project
2.9 Will the project involve marine or freshwater fisheries, at industrial or artisanal scale?	Moderate	Moderate The project will involve marine or inland fisheries activities at small-scale, where there is inadequate information about fish stock and capacity and systems for monitoring and management (including environmental and social effects); there is low probability of occurrence of; overfishing, by-catch and discards, pollution, habitat destruction, ecological disruption; there is national legislation related to fishing method/gear in place but they are not fully enforced; Includes some artisanal fish processing activities with pollution controls.	Capacity building on sustainable management and harvesting from marine environments to be provided. The community engagement process, including development of the Vanua Plans and FFT approach, will guide and support communities who sustainably manage marine areas Relevant capacity building on sustainable management and harvesting will be provided
2.10 Will the project involve inland or marine aquaculture?	Moderate	Moderate The project will involve aquaculture activities at small-scale on land or water bodies; there is low probability of land-use/ water-use conflicts, introduction of non-native species, escapes of aquaculture species to the wild, habitat destruction, wastes release and use of seed extracted from the wild; Will include some artisanal fish processing activities with pollution controls.	Capacity building on sustainable management and harvesting from marine environments to be provided. The community engagement process, including development of the Vanua Plans and FFT approach, will guide and support communities who sustainably manage marine areas Relevant capacity building on sustainable management and harvesting will be provided

Environmental and Social Safeguards

4.3 Could the project result in the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples?	Moderate	Moderate The project will involve the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples. The consultation process with indigenous groups is clearly defined.	The community engagement process will empower communities in planning and decision making with respect to the commercial development of their land. Included in the project budget (Vanua plans; Integrated Village Development Plans).

Labour and Working Conditions	Risk Rating	Consequence	Guidance for Project
5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Moderate	Moderate The project will operate in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. International value chains are occasionally audited for environmental or social performance.	Project to include an eligibility, qualification requirement or a self-declaration that the bidder does not have any previous convictions for infringement of labour laws. Contract conditions to include respect of ILO core labour standards (no child or forced labour; equal opportunity, non-discrimination and freedom of association).

Appendix 10: Monitoring and Evaluation plan*

Appendix 11: Multiphase Adaptive Programme (MAP)

Phase Assessment Criteria

Table 1: Assessment Criteria and Rationale	
Criteria	Rationale

1. At least one sustainable blue or green economic activity initiated in each target district that demonstrates sustainable economic production with ecosystem preservation and enhancement (e.g. agroforestry model with cash crops/tree crops, agri-tourism, ecotourism, integrated farm-aquaculture, livestock, crops).	The underlying focus of BE-GREEN is to provide a model for harmonising the pursuit of socio-economic objectives of poverty alleviation and community livelihood enhancement without compromising the health of the environment and surrounding ecosystem that supports these communities. Demonstrating successful models of sustainable blue or green development will give confidence to the Government to replicate or scale up these models in other parts of Fiji.
2. Young farmers comprise at least 25% of total membership of producer organisations in target districts.	Demonstrated success of young farmers managing the transition from subsistence farming to market-oriented agricultural farming will provide a strong impetus for engaging rural youth in productive activities, and incentivize and mobilise youth in the province as well as the whole island to engage with the MAP and learn the keys to success.
3. At least 50% of registered youth groups located within target districts are active members of the Cakaudrove Provincial Youth Council (i.e. participate in meetings, events etc).	Project is 'youth sensitive'. The Cakaudrove Provincial Council passed a resolution to revive the Cakaudrove Provincial Youth Council (CPYC). The project will support the institutional strengthening of the CPYC. The CPYC is preparing a new Strategy Plan to guide its activities. Engaging youth in productive activities (economic empowerment, environmental awareness and stewardship, social advocacy) is key to tackling poverty and strengthening resilience, not only in the project districts but in the Province as a whole.
4. At least 8 newly organised farmer groups (e.g. newly registered agricultural cooperatives) establish partnerships with end buyers (e.g. hotels, agro-processes, exports, retailers/wholesalers in Vanua Levu or Viti Levu).	A key focus area of BE-GREEN is to link rural smallholders to profitable market-led value chains to support their livelihoods and reduce poverty. Consistent with the focus of the Government, the project will seek to overcome the challenges of diseconomies of scale by encouraging farmers to organise and work in groups or clusters or cooperatives.
5. At least 30% of communities in the target districts actively adopt	BE-GREEN aims to address loss of biodiversity and ecosystem deterioration stemming from

sustainable farming and non-farming practices (both on land and sea) that bolster biodiversity conservation and climate resilience.	unsustainable practices and over-exploitation of forest, mineral and marine resources linking to both green and blue economic parameters.
6. At least 150 entities (can be producer organisations, MSMEs, cooperatives or individual producers) successfully access a new financial service.	To foster economic growth and resilience among MSMEs, including registered cooperatives, farmer-led enterprises, and women and youth groups, BE-GREEN seeks to establish an ecosystem that enhances the competitiveness and sustainability of rural enterprises by improving business operations, market access, and financing opportunities.

Assessment methodology

The MAP Phase Assessment is proposed to be undertaken as part of the project Supervision Mission in mid-2029 (Year 4 of the BE-GREEN implementation). The assessment will be carried out jointly between IFAD and the Government of Fiji. The BE-GREEN PMU will submit a report to the Supervision Mission outlining quantitative and qualitative data related to each criterion of the MAP assessment. This data will be collected through the normal monitoring cycle of BE-GREEN and stored in the project MIS. This report will be complemented by project progress reports, key stakeholder meetings, and field verification visits on selected samples. The outcome of the assessment and subsequent discussion with the Government is to be concluded by December 2029 to enable sufficient time for the design of BE-GREEN Phase II, if necessary.

Elaborated below is the proposed approach to assessing each criteria:

Assessment Criteria (refer Table 1 above)	How will criteria be assessed? (Indicative and to be adapted in line with mission format)
1	Review MAP Assessment Report provided by PMU. Review project progress reports. Interview leaders of communities who are piloting these models. Field visit and verification on progress. Interview external parties involved in pilot e.g. market/buyers, tourism stakeholders Interview Govt. reps – Ministry of iTaukei Affairs, Ministry of Agriculture, Ministry of Fisheries, Ministry of Rural & Maritime Development
2	Review MAP Assessment Report provided by PMU. Review project progress reports. Randomly select and sample POs and interview PO leadership and a sample of young farmer members. Interview main market outlets/buyers. Selective site visits to farms.
3	Review MAP Assessment Report provided by PMU. Review project progress reports. Interview CPYC on its activities. Identify and interview a sample of 'active' and 'non-active' Youth Groups. Interview Ministry of Youth & Sports rep in Province.

4	Review MAP Assessment Report provided by PMU. Review project progress reports. Based on PMU report, select sample of new farmer groups and interview office bearers and sample of group members. Interview main market outlets/buyers. Interview Govt reps – Ministry of Agriculture, Department of Cooperatives, Ministry of Rural & Maritime Development, Ministry of iTaukei Affairs Interview BE-GREEN Implementing partners – PIFON
5	Review MAP Assessment Report provided by PMU. Review project progress reports. Based on the PMU report, identify random samples of communities, interview community leadership, including reps for women, and youth. Verify iVDP and Vanua Plan implementation through focused group discussions and field verification Interview Govt. reps – Ministry of iTaukei Affairs, Ministry of Agriculture, Ministry of Rural & Maritime Development. Interview BE-GREEN Implementing partners – C2 LIP, Environment NGO
6	Review MAP Assessment Report provided by PMU. Review project progress reports. Select and interview a sample of beneficiaries who accessed financial service to obtain more information on financial product accessed and purpose. Identify and interview a sample of beneficiaries who have not accessed any financial service to understand reasons. Interview financial institutions servicing BE-GREEN beneficiaries e.g. Fiji Development Bank, Merchant Finance Ltd

District Profiles

Koroalau District Profile

Indicator	Variables	Data
Number of Localities	Total	17
Number of Agricultural Household	Total	189
Total of Agricultural Household Members	Male	422
	Female	365
	Total	787
Average Agricultural Household Size	Average	4.2
Number of Agricultural Household Members Attended Agricultural Training	Male	14
	Female	6
	Total	20
Number of Farmer/s (Primary/Secondary Occupation)	Male	265
	Female	23
	Total	288
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	6
	x > 19 yrs. ≤ 29 yrs.	67
	x > 29 yrs. ≤ 39 yrs.	67
	x > 39 yrs. ≤ 49 yrs.	57
	x > 49 yrs. ≤ 59 yrs.	53
	x > 59 yrs.	38
	Total	288

Navatu District Profile

Indicator	Variables	Data
Number of Localities	Total	62
Number of Agricultural Household	Total	412
Total of Agricultural Household Members	Male	892
	Female	762
	Total	1,654
Average Agricultural Household Size	Average	4.0
Number of Agricultural Household Members Attended Agricultural Training	Male	72
	Female	22
	Total	94
Number of Farmer/s (Primary/Secondary Occupation)	Male	564
	Female	74
	Total	638
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	34
	x > 19 yrs. ≤ 29 yrs.	155
	x > 29 yrs. ≤ 39 yrs.	143
	x > 39 yrs. ≤ 49 yrs.	100
	x > 49 yrs. ≤ 59 yrs.	104
	x > 59 yrs.	102
	Total	638

Naweni District Profile

Indicator	Variables	Data
Number of Localities	Total	24
Number of Agricultural Household	Total	218
Total of Agricultural Household Members	Male	327
	Female	287
	Total	614
Average Agricultural Household Size	Average	2.8
Number of Agricultural Household Members Attended Agricultural Training	Male	15
	Female	-
	Total	15
Number of Farmer/s (Primary/Secondary Occupation)	Male	250
	Female	10
	Total	260
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	7
	x > 19 yrs. ≤ 29 yrs.	62
	x > 29 yrs. ≤ 39 yrs.	60
	x > 39 yrs. ≤ 49 yrs.	50
	x > 49 yrs. ≤ 59 yrs.	39
	x > 59 yrs.	42
	Total	260

Savusavu District Profile

Indicator	Variables	Data
Number of Localities	Total	62
Number of Agricultural Household	Total	606
Total of Agricultural Household Members	Male	1,428
	Female	1,295
	Total	2,723
Average Agricultural Household Size	Average	4.5
Number of Agricultural Household Members Attended Agricultural Training	Male	31
	Female	11
	Total	42
Number of Farmer/s (Primary/Secondary Occupation)	Male	709
	Female	91
	Total	800
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	17
	x > 19 yrs. ≤ 29 yrs.	147
	x > 29 yrs. ≤ 39 yrs.	157
	x > 39 yrs. ≤ 49 yrs.	198
	x > 49 yrs. ≤ 59 yrs.	162
	x > 59 yrs.	119
	Total	800

Vaturova District Profile

Indicator	Variables	Data
Number of Localities	Total	60
Number of Agricultural Household	Total	383
Total of Agricultural Household Members	Male	1,021
	Female	712
	Total	1,733
Number of Agricultural Household Members Attended Agricultural Training	Male	120
	Female	64
	Total	184
Number of Farmer/s (Primary/Secondary Occupation)	Male	634
	Female	37
	Total	671
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	29
	x > 19 yrs. ≤ 29 yrs.	188
	x > 29 yrs. ≤ 39 yrs.	156
	x > 39 yrs. ≤ 49 yrs.	139
	x > 49 yrs. ≤ 59 yrs.	105
	x > 59 yrs.	54
	Total	671

Wailevu District Profile

Indicator	Variables	Data
Number of Localities	Total	88
Number of Agricultural Household	Total	930
Total of Agricultural Household Members	Male	2,256
	Female	1,993
	Total	4,249
Average Agricultural Household Size	Average	4.6
Number of Agricultural Household Members Attended Agricultural Training	Male	151
	Female	46
	Total	197
Number of Farmer/s (Primary/Secondary Occupation)	Male	1,272
	Female	205
	Total	1,477
Number of Farmer/s Age Group	x ≥ 10 yrs. ≤ 19 yrs.	62
	x > 19 yrs. ≤ 29 yrs.	352
	x > 29 yrs. ≤ 39 yrs.	340
	x > 39 yrs. ≤ 49 yrs.	261
	x > 49 yrs. ≤ 59 yrs.	246
	x > 59 yrs.	216
	Total	1,477

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 10: Integrated Project Risk Matrix

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
<i>Political Commitment</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Governance</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Macroeconomic</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>Moderate</i>	<i>Moderate</i>
Sector Strategies and Policies	Moderate	Moderate
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Substantial</i>	<i>Substantial</i>
Environment and Climate Context	Substantial	Substantial
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Substantial</i>	<i>Substantial</i>
Project Scope	Moderate	Moderate
<i>Project Relevance</i>	<i>Low</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Moderate</i>
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial
<i>Implementation Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
Project Financial Management	Moderate	Moderate
<i>Project Organization and Staffing</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Budgeting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Accounting and Financial Reporting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project External Audit</i>	<i>Moderate</i>	<i>Moderate</i>
Project Procurement	Substantial	Substantial
<i>B.1 Assessment of Project Complexity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>B.2 Assessment of Implementing Agency Capacity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Procurement Overall</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.1 Legal, Regulatory and Policy Framework</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.2 Institutional Framework and Management Capacity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.4 Accountability, Integrity and Transparency of the Public Procurement System</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.3 Public Procurement Operations and Market Practices.</i>	<i>Moderate</i>	<i>Moderate</i>
Environment, Social and Climate Impact	Moderate	Moderate
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Cultural Heritage</i>	<i>Low</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Community health, safety and security</i>	<i>Low</i>	<i>Low</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Physical and Economic Resettlement</i>	<i>Low</i>	<i>Low</i>
<i>Financial intermediaries and direct investments</i>	<i>Low</i>	<i>Low</i>
<i>Climate change</i>	<i>Moderate</i>	<i>Moderate</i>
Stakeholders	Moderate	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Moderate</i>
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Moderate	Moderate
Risk: Fiji's social and political landscape has undergone significant changes following the last election. The formation of a coalition government, led by Prime Minister Sitiveni Rabuka, marked a new chapter in Fiji's complex political history. This transition raised concerns about the strength of Fiji's democracy and witnessed tensions surrounding vote-counting and the potential for military intervention. In terms of development, Fiji has outlined a comprehensive National Development Plan with a vision of "Transforming Fiji," focusing on inclusive socio-economic growth, infrastructure, education, health, and climate resilience. The plan aligns with global commitments such as the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change. The partnership between the Government and IFAD is going into a new era of cooperation, with the latter's Country Office established in Suva last year. Senior level exchanges have been maintained and avenues of cooperation being explored.	Moderate	Moderate
Mitigations: The IFAD Country Office will continue to explore the partnership; the new design will bring in innovations on rural development, accelerating the agricultural transformation in a sustainable manner.		
Governance	Moderate	Moderate
Risk: Fiji has established a comprehensive framework to ensure the adequacy of its financial institutions' policies and structures. The Reserve Bank of Fiji, as the central supervisory authority, has implemented a range of policies to maintain a sound financial system. These include the Banking Supervision Policy Statement No: 1, which outlines capital adequacy requirements for licensed financial institutions. Additionally, the Reserve Bank has set prudential supervision policies that cover various aspects of financial stability, such as corporate governance, cybersecurity risk management, and liquidity risk management. These measures are part of Fiji's commitment to align with international standards and promote a stable economic environment. Moreover, the country's efforts to combat corruption and enhance accountability are integral to its policy framework, as corruption is recognized as a significant barrier to achieving sustainable development goals. Overall, Fiji's policy and institutional framework reflect a proactive approach to safeguarding the integrity and stability of its financial sector.	Moderate	Moderate
Mitigations: The Government of Fiji has enhanced its efforts to prevent corruption by developing the Fiji Independent Commission Against Corruption (FICAC), which outlines its roadmap for the next five years (2024–2029) in the Strategic Plan. This phase focuses on building systems of integrity, accountability and transparency in public and private institutions.		
Macroeconomic	Substantial	Substantial

Risk: The economy is projected to grow 3.5% in 2024, after an expansion of 20% in 2022 followed by 8 percent in 2023. GDP has now surpassed 2019 levels, driven by a strong revival in tourist inflows, particularly from Australia and New Zealand. In 2024 the economy cooled, given less favourable base effects and a tighter fiscal stance as the government seeks to ease the country's high debt burden. For government budget policies to achieve development goals, additional gradual fiscal consolidation to restore fiscal buffers is needed going forward. As the most developed island nation in the Pacific, Fiji relies primarily on tourism which is the most important sector of the economy accounting for more than 25 percent of GDP; sugar and textile exports are other important sources of revenue. Despite its many strengths, Fiji is prone to natural disasters and highly affected by climate change; it also faces a number of other challenges such as poverty, access to basic services, high transport costs, and reliance on external markets due to its narrow resource base. The country's debt rate is high, or 81.2% of its GDP as of July 2023. More than 31% of the population lives under the hardship line and the country is dependent on foreign aid and remittances.	Substantial	Substantial
Mitigations: Macroeconomic policy will focus on rebuilding room for policy response to shocks, steady reduction in debt ratios, a gradual normalization of monetary policy and structural reforms to boost growth, build resilience and tackle challenges like climate change and emigration. The project invests in diversified agriculture, linking agribusiness to upstream value chains to secure a premium for rural households. Project will invest in climate smart assets and resilience building of rural households linking the production and income generation to the local tourist markets. In the medium term the project will seek to enter the import substitute markets such as fruits and vegetables. The project will contribute to improved food and nutrition security, as well as improved access to livelihood opportunities and services particularly for women and youth.		
Fragility and Security	Moderate	Moderate
Risk: Fiji's path to stability and security is being shaped by a pivotal defense and security review, initiated by Home Affairs Minister Pio Tikoduadua. This review, expected to run from February to August 2024, is a civilian-led process that aims to address the nation's internal security risks and define the military's future role. The process is marked by inclusivity, seeking a broad spectrum of views to strengthen national security, which is fundamental for sustainable development. With a history of ethnic tensions and political instability, Fiji's efforts towards a comprehensive security strategy underscore the importance of unity and resilience in facing both internal and external challenges.	Moderate	Moderate
Mitigations: The project will apply an inclusive targeting strategy, providing income generation opportunities in the hope of equitable sharing of economic growth among the target population. This will help to ease the level of tension at community level and contribute to maintaining the social stability in the country.		
Sector Strategies and Policies	Moderate	Moderate
Policy alignment	Low	Low

Risk: The National Adaptation Plan Framework of Fiji aims to comprehensively address climate change by building environmental resilience, nurturing social improvement, reducing poverty, encouraging economic growth, and making Fiji less vulnerable to climate change impacts. The NAP underpinned approaches such as: i) Leveraging the private sector, ii) Promotion of ecosystem-based adaptation options where appropriate, iii) Gender and human-rights based approach and, iv) Recognising rural and urban areas as separate but also linked. The Green Growth Framework of Fiji, launched in 2014, encourages action at all levels to achieve integrated and inclusive sustainable improvement, strengthen environmental resilience, build social improvement, reduce poverty, support economic growth, food security and strengthen capacity to withstand and manage the adverse effects of climate change. The Fiji 2020 Agriculture Sector Policy Agenda complements the National Green Growth Framework and provides new dimensions by opening up to global innovations for climate-smart agriculture that generate both adaptation and mitigation benefits. Five agriculture development objectives have been set, namely: i) To build modern agriculture in Fiji as an organized system of producing, processing, and marketing crops, livestock, and aquaculture products, ii) To develop integrated production, processing, energy, and transport infrastructure support system for agriculture, iii) To improve delivery of agriculture support services, iv) To enhance capabilities to generate fund and secure investment through foreign investment, private public partnership, and other innovative business arrangements, and v) To improve project implementation and policy formulation capability within the Ministry of Agriculture (MOA) and its partner institutions. The MOAW's 5-year Strategic Development Plan (SDP) 2024-2028 was released in December 2023, and it aims to build a "A resilient, competitive, innovative and inclusive agriculture and sector". It is designed to contribute to the vision of the 20-Year Development Plan vision for "Transforming Fiji" into a progressive, vibrant and inclusive society. The Plan encompasses five strategic priorities, namely: (i) SP1 - Improve food and nutrition security for all Fijians; (ii) SP2 - Increase farmer household income for sustainable livelihoods; (iii) SP3 - Improve the adoption of sustainable resource management and climate-smart agriculture; (iv) SP4 - Establish and improve commercial agriculture; and (v) SP5 Improve quality public sector performance and service delivery. The Project is fully in line with The Reserve Bank of Fiji's National Financial Inclusion Strategy (2022-2030) including consumer financial capability, remittance management and access to formal finance for individuals, households and MSME finance with a particular focus on women.	Low	Low
Mitigations: This risk is mitigated by the fact that project investments are fully integrated into the existing Government development planning, aligning with strategic and sector development priorities.		
Policy Development and Implementation	Substantial	Substantial
Risk: There is a possibility that the government may lack the ability to create and execute sector policies that are effective thereby potentially undermining the success of the project particularly through agriculture subsidies and access to finance.	Substantial	Substantial
Mitigations: The project will provide institutional capacity building, offer to support the participating agencies of the government in order to build their capacity in developing and implementing sector policies that are effective. Collaboration with stakeholders including farmers' organizations and private sector throughout project implementation will work to influence government policy.		
Environment and Climate Context	Substantial	Substantial

<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
Risk: Deforestation, unsustainable agriculture practices, use of chemical inputs, and overuse of natural resources are among the key threats to land and marine ecosystems. The National Biodiversity Strategy and Action Plan 2020–2025 states around 140,000 hectares of Fiji's native forests have transitioned to non-forest uses since 1967. This shift is primarily due to i) forest clearance for commercial agriculture and rural development, ii) both commercial and subsistence farming, iii) expansion of small settlements and urban areas, and iv) construction of infrastructure like roads to support settlements.	Moderate	Moderate
Mitigations: This project will exclude protected and conservation areas from its geographic targeting. The project supported activities will be confined into the agricultural lands and will cause no harm to the forest and marine ecosystem. In addition, awareness on ecosystem management will be part of the training provided by the project to both beneficiary farmers and staff of participating agencies. The Vanua Plans will be developed in a participatory manner with communities and will clearly establish different land classes (e.g. forest, degraded land, current land in production) together with appropriate uses in protected areas (terrestrial and marine), agroforestry, and sustainable root crop production. Supported through the Family Farms Teams (FFT) programme, community households and household clusters will be encouraged and incentivized to adopt restorative and climate resilient agricultural practices. The project will not support the use of chemical inputs. Homemade organic fertilizer and pesticides will be encouraged. Establishing soil carbon and soil nutrient monitoring during the project period will be facilitated by the project. Capacity building and exposure on organic farming will be promoted. In the marine environment the project aims to engage in marine (Oysters) or freshwater fisheries within designated areas, as well as inland or marine aquaculture. These activities will adhere to sustainable practices, ensuring no additional strain on natural resources. Inputs are meticulously chosen to prevent resource pollution.		
<i>Project vulnerability to climate change impacts</i>	<i>Substantial</i>	<i>Substantial</i>
Risk: Fiji faces high vulnerability to natural disasters and climate change. The country frequently experiences tropical cyclones, rising sea levels, floods, and landslides, making it one of the world's most vulnerable nations. Vanua Levu is particularly affected due to its geographical location. Continued warming, sea level rise, and more frequent extreme weather events are expected to cause damage to infrastructure and negatively impact communities and livelihoods across Fiji.	Substantial	Substantial

Mitigations: The project will facilitate developing community level climate resilience and ecosystem management plans (Vanua Plans). The development of Vanua Plans was identified as essential for fostering transformational change away from the current vicious cycle of land degradation and social and economic decline, towards a virtuous circle of land rehabilitation and social and economic upliftment. It will help to identify suitable land use and sustainable and climate resilient practices in a participatory manner. The project will conduct a risk screening exercise for subprojects to avoid climate hotspots and to identify locally suitable activities. This exercise will also facilitate the identification of practical adaptation or mitigation measures to integrate into project activities. Promotion of climate-smart agricultural practices will be emphasized to help farmers adapt to the adverse impacts of climate change. Capacity-building initiatives will target farmers, extension workers, and government line agencies to enhance their understanding of climate change impacts and promote climate-smart practices. The project will provide support for climate-proof infrastructure. Alignment with GEF interests will also reinforce these mitigations.		
Project Scope	Moderate	Moderate
Project Relevance	Low	Low
Risk: The project design will be fully in line with the development priorities and strategic planning of the Fiji government.	Low	Low
Mitigations: The project will continue to enhance its relevance during implementation, with ongoing consultations in key areas to ensure full alignment with the government and IFAD's policies and strategies.		
Technical Soundness	Moderate	Moderate
Risk: There is a risk that modern agricultural technologies and green adaptation face the issue of local availability and support capacity from the institutional support service system.	Moderate	Moderate
Mitigations: The project design will include comprehensive assessment including the affordability and absorption capacity of the country during the project life. A comprehensive market survey at outset is envisioned to measure demand for finance products, including MGs and remittances, and investments in key value chains. Technical and institutional adjustments to support uptake can be made along the project implementation.		
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial
Implementation Arrangements	Substantial	Substantial
Risk: The implementation arrangements were designed centered on the Ministry of Agriculture mandated for the sector development and the Ministry of the Environment as the relevant custodian. Cooperation is foreseen with ministries and agencies responsible for environment and climate change, tourism, rural development, fisheries, women and youth development. This timely coordination is key to ensure the implementation effectiveness.	Substantial	Substantial

Mitigations: The PSC will be established with representation from relevant agencies to guide the overall project implementation. IFAD seeks to invest in policy influence and sector development dialogue by working closely with the government and the donor community to establish and contribute to sector-wise and thematic dialogue platforms		
Monitoring and Evaluation Arrangements	Substantial	Substantial
Risk: Existing M&E systems of the implementing Ministry may not be fully robust enough to provide timely and accurate data and information on IFAD core indicators for the different levels of results (output, outcome and impact) as well as project specific indicators.	Substantial	Substantial
Mitigations: The project will invest in building an M&E system and MIS, providing adequate training to the PMU staff in charge. Information related to loans and use of matching grants will be provided by regulated FIs.		
Project Financial Management	Moderate	Moderate
Project Organization and Staffing	Moderate	Moderate
Risk: There are various administrative levels of implementation of the project namely the PMU, government implementing agencies (MOAW and MOE), lead implementing partners PCDF and PIFON; and participating agencies to outline FM requirements and responsibilities and all of which will have FM fiduciary obligations. The previous IFAD funded project implemented through the same lead project agency had issues with timeliness and quality of financial reports from the implementing agency and participating agencies. There is no standard written version for job descriptions i.e. KPI of PMU staff. Lack of qualified and experienced accountants and FM staff turnover are a major issue in the country, which may have an impact on financial management and compliance with the IFAD reporting requirements. There may be delays in recruiting FM staff positions with appropriately experienced and qualified candidates.	Moderate	Moderate

Mitigations: There will be Memorandums of Understanding (MoUs) between MoAW; MOE and participating implementing agencies outlining financial reporting requirements. Any non-compliant implementing agency may have their relevant disbursements suspended as a penalty for non-compliance. The project will need to recruit adequately qualified FM staff. The recruitment of FM staff should be open to all potential candidates, and transparent hiring processes must be followed. All finance staff must complete the IFAD Online Finance Management Practices and Procedures course, as well as the IFAD Anti-Corruption Training. In addition, the PMU-finance team must attend a start-up mission on IFAD financial management requirements led by the IFAD Finance Officer. Furthermore, additional capacity building in the area of financial management should be provided by IFAD to PMU personnel. The capacity building will include familiarization with procedures on financial reporting, expenditure categorizations across components, and categories financial reporting timeliness and other financial management issues related to the Project. Effective financial management with clear procedures and controls and responsibilities of the project finance staff will be detailed in the Project Implementation Manual (PIM).		
Project Budgeting	Substantial	Substantial
Risk: The project includes numerous financiers, including IFAD-loan and grant (GEF) funds, government co-financing, and beneficiaries' contributions. Funds may be mixed up in budgeting and expenditure allocations to these multiple financiers. According to the Financial Management Act 2004 and Finance Instructions 2010 Regulations of the Government of Fiji, the Budget and Planning Division of MOF is responsible for the preparation of the national budget as well as the monitoring of Government expenditures. The annual programs of Donor funded project budgets must be approved into the national budget every year, according to a prescribed timeline. Due to lengthy administrative procedures, there is a risk that the project will fail to submit its yearly work plan and budget on time. There is a risk that the annual work plan and budgets (AWPB) are not prepared or revised on a timely basis, resulting in funds not being available when needed and poor execution of budget. The expenses may not be as per the AWPB (budget) or not within the budget ceilings. The budget does not have functional or program classification system and key performance indicators (KPI). There is no link between the medium-term perspective in expenditure budgeting and costed strategic plans and an absence of a focus on achieving results that are consistent with a strategic allocation of resources	Substantial	Substantial

Mitigations: The annual work plan and budget need to be prepared based on the PDR and COSTAB following the government budgeting procedures and in the format (template) prescribed by the IFAD showing detailed budget by category, component; and financiers (sources of funds) and all other required information. The PMU will submit the AWPB 60 days before start of the fiscal year (i.e., Country Fiscal year 01 August to 31 July since 2016). The PMU will coordinate the budget preparation procedures by developing a budget calendar that adheres precisely to the national budget's timelines and major deliverables. PMU should develop policies and procedures on IFAD AWPB (budget) and controls system. In addition, the approved budget will be coded in the FMIS for easy monitoring and management of spending throughout the year. Budget execution should be monitored periodically comparing actual expenditures with the approved budget in terms of activities completed and amounts. Capacity building in budgeting process/preparation and controls for PMU-MoAW; MoE and participating agencies and their staff.		
Project Funds Flow/Disbursement Arrangements	Substantial	Substantial
Risk: There is a risk of commingling of funds at the entity which will be provided with advances for implementation of project activities. This includes the Ministry of Finance which will receive advances from IFAD, MoAW-Implementing agency; MOE; and participating agencies. Also, in addition to external development partners financing, there are Counterpart finances expected to be received from the Government and in-kind contributions from the beneficiaries. This risk arises due to lack of streamlined and robust mechanisms of fund flow and reporting. Delays in submission and approval of withdrawal applications may create cash flow problems for PMU and interrupt the implementation of Project activities and achieving project objectives within the project period. Due to limitation of spending of Fiji \$150,000 per day by the Ministry, PMU needs to take prior approval for expenditures greater than the limit from the Cash Management Unit, which may not be approved on time because of incomplete documentation or delays in government processes, which may impact the smooth implementation of project activities and achieving project objective within the project period.	Substantial	Substantial
Mitigations: To mitigate risks of commingled funds and ease of accounting of any advances provided, funds will be held in Project Designated Accounts (DAs) i.e. one DA for the loan fund and one DA for the grant fund at the Reserve Bank of Fiji (RBF), the Central Bank, in accordance with the provisions of the IFAD financing agreement for which there will be monthly bank accounts reconciliation and financial reports. All partnering institutions that will receive project funds will have sub-project accounts for segregating the funds received. To prevent commingling of funds, separate project accounts for each co-financier including GoF funds will be opened in Fiji Dollar. The monthly financial reports will be submitted to PMU for monitoring operations of sub-accounts (i.e. project operating accounts) and consolidation. All partnering institutions will sign MoUs clearly highlighting the requirements for a separate bank account and financial reporting requirements. IFAD loan disbursement handbook and PIM developed for the project specify disbursement procedures and quarterly submission of Withdrawal Application (WA) aligned with IFRs. Government needs to release approved budgets on a monthly basis based on the cash forecast within the approved AWPB for smooth implementation of the project. In addition, the Government needs to remove the daily spending limitation of cash outflow.		
Project Internal Controls	Moderate	Moderate

Risk: Weak management of investments affects the strategic allocation of resources. Recurrent cost implication of investment is not factored into the budgeting process and optimal investments are not selected to generate the best result. Inadequate internal controls in MoAW (Implementing Agency); MOE and participating agencies may result in ineligible expenditure or non-compliance with terms of the financing agreements, disrupting implementation. The untimely information on the extra budgetary sector weakens the strategic allocation of resources. The lack of performance targets and outcomes deters from the efficient use of resources in service delivery units. Control of contractual commitments is effective although the information on arrears is weak and needs to be addressed.	Moderate	Moderate
Mitigations: Project implementing agency needs to develop effective internal control systems as per the Committee of Sponsoring Organizations (COSO) framework and guidelines in the project implementation manual and obtain approval of the National Project Steering Committee (NPSC) and a No-objection from IFAD. In addition, intensive FM training of project finance staff is required.		
Project Accounting and Financial Reporting	Moderate	Moderate
Risk: There are notable weaknesses and delays in timely preparation of the annual financial statements that impinge on realizing the benefits of good external scrutiny and their effectiveness of use of financial performance. Failure of Project finance department to prepare and submit the quarterly financial reports as per IFAD Financial Management and Financial Control Handbook in a timely manner.	Moderate	Moderate
Mitigations: Preparation of detailed financial management and reporting procedures as part of the PIM and intensive training of PMU and project finance personnel in their use. Fully customized and well-maintained accounting software (FMIS) should be utilized for effective financial operations of the project and generating required financial reports. The training should be provided to project finance personnel in the use of the accounting software and in generating required reports properly. Timely submission of interim financial reports (IFRs) and annual unaudited financial statements of project.		
Project External Audit	Moderate	Moderate
Risk: Delay in the preparation of consolidated annual financial statements delays timely audits which in turn limits the effectiveness of oversight. The Office of the Auditor General (SAI) uses the International Standards on Auditing (ISAs). The Government accounting basis is the Cash Basis of International Public Sector Accounting Standards (IPSAS). The Supreme Audit Institutions should use the relevant international standards on auditing/international standards of supreme audit institutions. Delay in timely submission of audited financial statements weakens accountability.	Moderate	Moderate

Mitigations: Conduct audit of the project in accordance with the relevant auditing standards of the international standards of supreme audit institutions/International standards on Auditing and submit the audit report and the management letter within the due date.		
Project Procurement	Substantial	Substantial
B.1 Assessment of Project Complexity	Substantial	Substantial
Risk: Project is not new of its kind, is not high value and is not spread geographically. However, procurement capacity interventions will be needed for project management unit and implementing partners.	Substantial	Substantial
Mitigations: provide procurement training and support to implementing partners and project management unit		
B.2 Assessment of Implementing Agency Capacity	Substantial	Substantial
Risk: Processes and procedures of IA and proposed implementing partners are inadequate and needs updating. Personnel will likely require procurement training at start and continuing procurement support during project implementation.	Substantial	Substantial
Mitigations: Adopt IFAD Project procurement framework which includes use of IFAD Procurement Handbook and use of IFAD standard procurement documents		
Project Procurement Overall	Substantial	Substantial
Risk: Procurement risks from Part A and B appear to be substantive despite limited data on other sub-indicators.	Substantial	Substantial
Mitigations: Project procuring entities to adopt IFAD Procurement Handbook. Procurement training at start up and during project implementation.		
A.1 Legal, Regulatory and Policy Framework	Substantial	Substantial
Risk: The legal, regulatory and policy framework exhibits a number of substantive gaps that require immediate reforms	Substantial	Substantial
Mitigations: Update and consolidate Principal Regulations and develop procurement templates		
A.2 Institutional Framework and Management Capacity	Moderate	Moderate
Risk: The country has in place a potentially responsive institutional framework but needs to develop strong programme to further strengthen management capacity consistent with IFAD's PPF	Moderate	Moderate

Mitigations: Develop a training program after updating of procurement regulations and development of templates		
A.4 Accountability, Integrity and Transparency of the Public Procurement System	Substantial	Substantial
Risk: Fiji public procurement system exhibit gaps in providing for sufficient accountability, integrity and transparency mechanisms that are consistent with IFAD's PPF	Substantial	Substantial
Mitigations: Update Procurement Regulations to define conflicts of interest, engage civil society organizations in public procurement, effective sanctions and enforcement systems and protection of whistle blowers		
A.3 Public Procurement Operations and Market Practices.	Moderate	Moderate
Risk: Gaps exist in procurement planning, market engagement, procurement procedures and contract management	Moderate	Moderate
Mitigations: Upgrading of procurement regulations, more market engagement and strong oversight on contract management will be needed		
Environment, Social and Climate Impact	Moderate	Moderate
Biodiversity Conservation	Moderate	Moderate
Risk: Land use and land cover change, coupled with poor agricultural practices, pollution, and the over-extraction and use of natural resources, pose significant challenges to biodiversity. Forest encroachment and deforestation, as reported by the NBSAP, contribute to this issue.	Moderate	Moderate
Mitigations: This project will exclude protected and conservation areas in its geographic targeting. The project supported activities and investments will be confined to the agricultural lands and will cause no harm to the forest and marine ecosystem. In addition, awareness on ecosystem management will be part of the training provided by the project to both beneficiary farmers and staff of participating agencies.		
Resource Efficiency and Pollution Prevention	Moderate	Moderate
Risk: The principal impact on the environment and natural resources in Vanua Levu is from land degradation. This has arisen as a consequence of both traditional slash and burn agricultural practices and from forest clearing and land conversion arising from colonisation. Slash and burn subsistence agriculture was observed by early European colonisers. This type of land use continues to be practiced, with forested areas cut and burned for yakona production and burning of more degraded land areas often undertaken (although less so than in the past) for cultivation of other root crops (e.g dalo (taro), cassava, sweet potato).	Moderate	Moderate

Mitigations: The project aims to promote climate-resilient and sustainable agricultural practices, including the encouragement of agroforestry and sustainable root crop production, as well as the establishment of terrestrial and marine protected areas. This will be supported by the community owned Vanua Plans. Activities that involve increased use of chemical inputs will be discouraged, and the project will not engage in such practices. Additionally, the project aims to support the protection of marine ecosystems in a manner that provides sustainable livelihood opportunities.		
Cultural Heritage	Low	Low
Risk: Fiji boasts a rich cultural heritage, with villagers upholding their traditions, including local governance methods, for generations. Land tenure and communal livelihood approaches are among the key traditional practices.	Low	Low
Mitigations: The project will not adversely affect sites, structures, or subjects of historical, cultural, artistic, traditional, or religious significance. Project planning, implementation, and supervision will benefit from villagers' traditions and will be fully aligned with their practices. Comprehensive consultations will be conducted at all stages of project activities to gain a deep understanding of cultural and traditional practices and to ensure they are followed.		
Indigenous People	Moderate	Moderate
Risk: The majority of iTaukei people live in rural areas and experience relatively lower socio-economic status according to the most recent Household Income and Expenditure Survey (HIES).	Moderate	Moderate
Mitigations: A proactive targeting approach will be adopted to maximize the benefits and opportunities for iTaukei people in both a socially and financially sustainable manner. At least 75% of project beneficiaries will be iTaukei, with a focus on the poor and marginalized, including women and youth. The project design has intensively consulted with iTaukei in the design to understand their status, key needs, challenges, and opportunities. A Free, Prior, and Informed Consent (FPIC) implementation plan has been developed and will be closely monitored during implementation.		
Labour and Working Conditions	Moderate	Moderate
Risk: The wage gap between men and women in the agriculture sector is notable.	Moderate	Moderate
Mitigations: The project will target value chains or enterprises where discriminatory practices and unequal opportunities exist. This often involves gender-based wage disparities and discrimination in opportunities. In accordance with government regulations on wages and opportunities, the project will explore options to create safe and respectable opportunities within value chains and enterprises for women, promoting equal pay for both men and women while task and workload are of same or similar level. The project will also promote value chains where women are very active, and where it can contribute to improving returns to capital and labour. The project will avoid involvement in sectors reported for forced or child labour, ensuring the safety and well-being of workers.		
Community health, safety and security	Low	Low

Risk: The project may operate in areas where gender-based violence has been reported.	Low	Low
Mitigations: A thorough consultation with women will be conducted to assess the prevalence of such violence and to identify strategies for mitigation. Collaboration with relevant stakeholders will be pursued to address and prevent gender-based violence, fostering a safe environment for the community, especially for women. Implementation of the Vanua Plans will be supported by the Family Farm Teams (FFT) approach at household level, to foster equitable benefit sharing within the household, empower women and youth, and reduce gender-based violence, and through encouragement of restorative and climate resilient agriculture practices. Women's and youth groups will be entry points for community consultative processes for the preparation of the Vanua Plans and will receive training in financial, market and business literacy, along with support to develop environmentally sustainable and climate-resilient economic initiatives.		
Physical and Economic Resettlement	Low	Low
Risk: Physical and economic resettlement are not foreseen. The traditional land tenure system has been in practice for a significant period.	Low	Low
Mitigations: The project will undergo community consultation if additional land is required for project activities. Free, Prior, and Informed Consent (FPIC) will be sought before implementing project activities. Considering the security of the iTaukei land tenure system and its governance through the mataqali (clan/landowning unit), and the consultation process is established at village level for development plans, it is expected that any negative consequences will be avoided.		
Financial intermediaries and direct investments	Low	Low
Risk: There might be FIs not familiar with Environmental and Social Management Systems (ESMS).	Low	Low
Mitigations: The project will only work with FIs having ESMS in practice. As the FIs are not finalized during the project design, the PMU with the support from IFAD, will further assess potential FI's capacity and practice on ESMS during early implementation phase (pre-selection). The project will facilitate developing ESMS, as necessary, for the selected FIs, with the support from IFAD.		
Climate change	Moderate	Moderate
Risk: Greenhouse Gas Emissions: Overall, the project is not expected to result in an increase in greenhouse gas (GHG) emissions. While some small-scale infrastructure is planned, it is not anticipated to generate substantial emissions. The GEF design will include an assessment of the project's carbon sequestration potential once specific activities are confirmed, and this section will be updated accordingly. Vulnerability of Target Populations and Ecosystems to Climate Variability and Hazards: The targeted communities are frequently affected by tropical cyclones, which often lead to flooding and landslides. Coastal areas are also increasingly vulnerable to sea level rise. Traditional farming practices, combined with efforts to diversify income sources—such as through tourism, handicrafts, and other activities—are helping to strengthen the communities' capacity to adapt to climate change.	Moderate	Moderate

Mitigations: Greenhouse Gas Emissions: The project promotes climate-smart agriculture and nature-based solutions, which are expected to enhance carbon sequestration. Participatory community-level climate resilience and ecosystem management plans (Vanua Plans) will guide land use planning, aiming to reduce land degradation and improve land cover. Vulnerability of Target Populations and Ecosystems to Climate Variability and Hazards: The project will undertake a risk screening exercise for all subprojects to avoid climate hotspots and identify context-specific, suitable activities. This process will also support the identification and integration of practical adaptation and mitigation measures into project interventions. The promotion of climate-smart agricultural practices and strategic land use planning will help farmers adapt to the adverse impacts of climate change. Capacity-building efforts will target farmers, extension workers, and government line agencies to strengthen their understanding of climate risks and promote the adoption of climate-smart practices and adaptive investments. Additionally, the project will support the development of climate-resilient infrastructure.		
Stakeholders	Moderate	Moderate
Stakeholder Engagement/Coordination	Moderate	Moderate
Risk: The project needs a collaborative effort from various governmental agencies with communities, MSMEs, service providers, private sectors, financial institutions, non-governmental organizations and many other stakeholders. Meaningful consultations and adequate engagement to/with stakeholders are key challenges.	Moderate	Moderate
Mitigations: A stakeholder analysis and engagement plan has been developed. Stakeholders will be consulted from planning to implementation and monitoring. Communities and concerned stakeholders will be leading the Vanua Plans development and implementation.		
Stakeholder Grievances	Moderate	Moderate
Risk: Stakeholders might not be aware of the importance and process of grievance redress.	Moderate	Moderate
Mitigations: The project will assess the government's GRM and adjust it at a project level. A GRM has been developed and will be fully integrated into the M&E and reporting systems. Project working communities will have a focal person to oversee the stakeholder's feedback. District and province level project implementation and management units will have a staff as a focal point for GRM collection, management, documentation, and recording.		

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 11: Country Level Policy Engagement

Mission Dates: 21/10/2024 - 08/11/2024

Document Date: 03/07/2025

Project No. 2000004863

Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 11 - Country Level Policy Engagement

Introduction

The Fiji Blue Economy and Green Community Development Project (BE-GREEN) is proposed to be implemented in Fiji's second largest island of Vanua Levu, with estimated USD 5.3 million financing from IFAD13 and USD 8.2 million financing from GEF8 Star Allocation. The project goal is to support the sustainable growth and resilience of Fiji's rural economy through improved catchments and ecosystem as well as enhanced agricultural climate-smart responsiveness and competitiveness for rural men and women. The development objective is to improve rural livelihoods and climate resilience through sustainable blue and green production, enhanced market access and biodiversity protection. Harnessing the power of collaboration, this investment will drive an integrated island management approach in Fiji, tailored specifically to the unique challenges faced by small island large ocean developing states. The project strategy emphasizes bottom-up, people-centered partnerships among multiple sectors and stakeholders, while carefully considering ecosystem linkages and emerging threats.

Country diagnosis

Economic Performance. Between 2000 and 2019, Fiji achieved an average economic growth rate of 2.2 percent per annum. This came to an abrupt halt with the onset of the COVID 19 pandemic which saw GDP contract by a total of 20 percent in 2020 and 2021, mainly due to the shutdown of the tourism industry and other COVID control and containment measures. Fiji was the most severely affected of the Pacific Island Countries due to the importance of tourism to economic growth and employment. However, recovery has been rapid with the economy now above pre-COVID levels. The International Monetary Fund is projecting economic growth of three percent in 2024 with the post-COVID inflationary spike easing. GNI per capita is currently around USD 5,600 and the World Bank classifies Fiji as an upper middle-income country.

Poverty. Despite relatively high average incomes, Fiji's poverty levels remain stubbornly high. The 2019-20 Household Income and Expenditure Survey (HIES 2019) found that on average 29.9 percent of Fijians were living below the basic needs poverty line, increasing to 41.4 percent in rural areas, compared to 20.4 percent of the rural population. These high levels of poverty are exacerbated by limited access to basic services, especially in rural areas and outer islands, high transport costs and extreme vulnerability to natural disasters, especially hurricanes. There is high dependency on foreign aid and remittances from workers abroad.

Agriculture sector. The agricultural sector, which is crucial for income generation and food security, contributes substantially to Fiji's economy. In 2022, 9.2 percent of Fiji's GDP was comprised from the primary industries of agriculture, forestry, and fisheries. Agricultural exports accounted for 60.1 percent of total domestic exports in 2020. While this represented a decrease of 7.8% across the whole primary industry sector export earnings from crops and livestock increased by 7.1%. The agriculture sector has traditionally been the backbone of Fiji's economy as it supports the livelihoods of over a quarter of Fiji's population, and, for more than 83% of Fiji's rural population, it is the main source of work. According to the most recent Fiji Agricultural Census there were 70,991 agricultural households (88.1% are male-headed, and 11.9% are female-headed), of which 83,395 people confirmed crop farming and raising livestock as their primary or secondary occupation (85.6% are male and 14.4% female), and 57.3% of farmers are aged 40 or above. Of the total farmer households, 93% were classified as subsistence with two percent commercial and five percent semi-commercial.

The local tourism industry has been identified as one of the biggest opportunities for expansion in the agriculture sector with focus on high quality fresh produce. Key issues identified that prevent the tourism industry from purchasing more local product include: inconsistent supply; seasonality of produce; poor quality, particularly with meat and dairy products; lack of food safety standards; and poor networks linking producers to the hotels. During the pandemic, the export demand for fresh/chilled produce increased with key export crops including kava, taro, turmeric and ginger.

Food security and nutrition. Food insecurity is evident from the 2020 Agriculture Census, which identified that 32.2% of households sometimes ran out of food, and four percent often ran out of food. Poor nutrition outcomes are evident in both urban and rural populations and are largely a consequence of increased consumption of both imported and local processed foods. These foods are generally high in carbohydrates, fats, sugar and salt. Over the last 60 years, traditional food systems have deteriorated due to rapid urbanisation and globalisation. At the same time there has been reduced production and consumption of traditional food crops. Diets are low in fruits, vegetables and animal products high in essential micro and macronutrients. The main consequences of poor nutrition are increasing trends of overweight/obesity across all age groups, sub-optimal dietary diversity for children and women 15-49 years of age, and non-communicable diseases (NCDs).

Gender and social inclusion. Fijian women face gender inequality challenges that affect their education, social security, income generation, and health. In 2024, Fiji was ranked 126th out of 146 countries in The Global Gender Gap Index. According to UN Women in Fiji, about 39% of women aged 15 years and over are categorised as economically active. Around 78% of all informal sector activity in Fiji involves agriculture, forestry and fishing, and one third of those involved are women. Typically farm land belongs to male relatives of the women as inheritance practices make it difficult for women to own land. The gender gap in access to financial services measured through bank account ownership from the supply-side was recorded at 13 in 2020. The gap exists across all financial inclusion instruments and is primarily a result of a low level of literacy and reliance on informal financial sources/services. Women also face vulnerability to violence and sexual harassment, as well as the consequences of natural disaster and climate change. On average women are more literate than men, and the high school completion rates for girls is 97%, compared to 79% for boys.

Youth. Young women and men face a number of social inclusion challenges. In 2023 youth (ages 14-24) unemployment stood at 15.2 percent compared to adult unemployment at 4.3%. The 2020 Agriculture Census found that 33% of farmers were considered youth (defined as under 35 years). While young people are involved in agriculture, many do so as unpaid family labour. Female youths represent only 4.4% of those who consider farming to be their main occupation. This relative invisibility of young women in agriculture is the result of females working as unpaid family labour in male-headed households. Rural youth often have limited access to education, health care, employment, and social services. They are often overlooked for training, have limited access to land, lack knowledge of markets, are unable to afford equipment and lack access to credit.

Environment. Fiji's fragile environment experiences several challenges, including degradation of land resources, flooding and inundation of coastal settlements as a consequence of climate change, unsustainable harvesting of marine resources, uncontrolled fires, and urbanisation. Agriculture, forestry, and mining activities have elevated risks associated with soil erosion, waterway contamination, sedimentation, pollution, and flooding/siltation in low coastal and

coral reef areas. Land and soil degradation arises from deforestation, steep slopes, unsustainable farming practices and destruction of mangrove forests. In steep areas high rainfall results in high soil erosion rates leading to impacts that extend from ridge to reef. The cultivation of steep land has arisen from expansion of cash cropping and grazing on flatter lands. Continuous cropping with no, or minimal, fallow periods contributes to soil carbon loss and soil degradation. In some cases, irreversible loss of biodiversity has occurred.

Strategic and Policy Framework

The overarching national plan is the **Fiji National Development Plan 2025-2029** and Vision 2050. The Plan's Vision is "Empowering the People of Fiji through Unity". Its mission is "The Government prioritises the needs of all the people of Fiji at the centre of its national development policy and planning." The Plan has three pillars: (i) economic resilience; (ii) people empowerment; and (iii) good governance. The Plan is intended to be inclusive and to ensure that no one is left behind from mainstream progress and prosperity, which resonates with the SDGs. It is guided by six principles: (i) an inclusive and participatory approach; (ii) sustainable economic recovery; (iii) good governance; (iv) mitigating the impacts of climate change and protecting the environment; (v) informed by evaluation and data; and (vi) leaving no one behind. Pillar 1 includes two focal areas that are relevant to BE-GREEN: (i) Sustainably Managing Natural Resources; and (ii) Catalysing Economic Growth and Diversifying the Economy.

Agriculture. For the agriculture sector, the main planning document is the Ministry of Agriculture and Waterways 5-year Strategic Development Plan for the period 2024-2028. The plan aims to build "a resilient, competitive, innovative and inclusive agriculture and sector." The plan has five priorities: (i) food and nutrition security; (ii) improved livelihoods of farming households; (iii) community resilience, sustainable resource management and climate smart agriculture; (iv) increased commercial agriculture; (v) improved MoAW performance and service delivery.

For **climate change**, Fiji's National Climate Change Policy 2018-2030 defines the National Adaptation Plan (NAP) for climate change. The NAP lists 160 adaptation measures including 23 measures for food and nutrition security. It envisages "a climate-resilient development pathway which enables Fiji to anticipate, reduce, and manage environmental and climate risks caused by climate variability and change" The plan follows an ecosystem and gender-based approach. Adaptation measures for agriculture focus on enhanced data and information, research, disaster preparedness, climate smart agriculture, sustainable soil and water management, strengthening the resilience of farming families, and education, awareness and extension programmes. The actions for food and nutrition security will improve capacity to anticipate and reduce environmental and climate risks and support sustainable food production and re-orientate the agricultural system to support food production without degrading resources. Fiji's updated Nationally Determined Contribution (2020) highlights its commitment to achieving net-zero greenhouse gas emissions by 2050. Priorities include renewable energy, adopting Climate-Smart Agriculture practices for sustainable crop, livestock, sugarcane, and fisheries management, developing streamlined early warning and monitoring systems, and implementing nature-based solutions to mitigate flooding and cyclone impacts. The NDC emphasises the nation's need for external support to meet the high economic costs of mitigation and adaptation

Environment. Fiji's National Biodiversity Strategy and Action Plan 2020-2025 focuses on the conservation and sustainable use of terrestrial, freshwater and marine biodiversity. It aims to maintain ecological processes and functions in six priority areas: (i) capacity building; (ii)

development of protected areas; (iii) species management and protection; (iv) control of invasive species; and (vi) creating enabling environments.

Gender in agriculture. The policy for gender in agriculture addresses the gender gap for Agriculture. Its goal is to “institutionalise a gender mainstreaming strategy and realise better food and nutrition security, sustainable livelihoods, climate and disaster resilience and successful commercial agriculture for women and men in Fiji.” The policy has four objectives: (i) equality of access to economic resources for productive and resilient agriculture; (ii) equality of access to information, technology and training for secure livelihoods and healthy diets; (iii) equality of participation in decision-making; and (iv) mainstreaming of gender perspectives in relevant ministries.

Youth in agriculture. The youth in agriculture policy envisages young people to be empowered for participation across all aspects of the agri-food system. Its goal is “to actively promote youth engagement across the agri-food system to strengthen food and nutrition security, commercial agriculture, sustainable livelihoods and climate and disaster resilience.” The policy has four objectives: (i) increasing access to productive resources, financial services and markets; (ii) enhancing knowledge, education and skills; (iii) supporting innovation and transition to commercial agriculture; and (iv) strengthening sustainability and climate/disaster resilience.

Food and nutrition security. A policy on food and nutrition security has been completed and is awaiting Cabinet endorsement. The goal is “to ensure the availability, accessibility and affordability of safe and nutritious food for every Fijian, sufficient to meet their dietary needs, cultural and food preferences for an active and lasting healthy life.” Its action areas include: (i) sustainable, diversified and resilient food systems; (ii) investment in nutrition-sensitive value chains; and (iii) enhancement of social protection programmes through complimentary food security and nutrition interventions.

Policy Component of BE-GREEN

Under Outcome 4 on Enabling Policy and Institutional Environment, BE-GREEN will seek to develop innovative policies to address policy needs identified by MoAW (Subcomponent 4.1), support the strengthening of capacities of institutions such as MoAW and Cakaudrove Provincial Youth Council to implement key policies as well as to extend support for the implementation of sustainable economic initiatives that build on BE-GREEN models (Subcomponent 4.2) and document and promote innovative and successful practices and technologies for combining economic initiatives with ecosystem enhancement, and support dissemination to value chain stakeholders (Subcomponent 4.3).

Under Subcomponent 4.2, BE-GREEN, with support of the FFR, will also engage and provide continued technical assistance to the RBF to implement the NFIS to foster the digitalisation of remittances and related inclusive financial services with a focus on rural population by organising the set-up of a multi-stakeholder platform and facilitating regular meetings addressing regulatory issues and market and development opportunities.

The approach to be adopted by BE-GREEN to guide its engagement under Outcome 4 will include:

- Working across the policy cycle to ensure that there are mechanisms and budgets in place to implement and monitor existing policies prioritised by the government;

- Support evidence gathering about whether a policy has been successful, which will help to inform the government about the approach and how it might be scaled up or changed before being scaled up;
- Build links with existing forums, groups and ways of working on policy at the national and subnational level to ensure sustainability and effectiveness of policy interventions; and
- Consider whether key actors need support to build their capacity to actively and effectively participate in policy processes, and if so what type of support.

From initial consultations with MoAW, BE-GREEN will prioritise the review of existing policies as well as formulation of new policies that align with the National Development Plan 2025-2029 and MoAW's Strategic Development Plan 2014-2028. Potential areas for collaboration include:

- Supporting the operationalisation of the forthcoming 10-Year Fiji Agriculture Sector Policy, which will serve as the overarching policy framework for the sector.
- The Youth in Agriculture Policy (2022-2027) and Policy for Gender in Agriculture in Fiji (2022-2027) will be reviewed in 2025. There may be opportunity to look at priority actions coming out from the review of these two policies.
- The MoAW will be looking to review the 23 pieces of legislation that govern its operations. Policies will need to be updated to support the legislative review.
- Strengthening the link between agriculture and tourism by formalising an agritourism policy or strategy.
- Reviewing existing livestock sector policy, industry plan and legislation. This will complement the planned Livestock Feed bill.
- Addressing bottlenecks relating to agriculture tenure to support access to land for productive purposes.

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex 15: Phase assessment criteria

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

Annex 15 - MULTIPHASE ADAPTIVE PROGRAMME (MAP) Phase Assessment Criteria

Phase Assessment Criteria

Table 1: Assessment Criteria and Rationale	
Criteria	Rationale
1. At least one sustainable blue or green economic activity initiated in each target district that demonstrates sustainable economic production with ecosystem preservation and enhancement (e.g. agroforestry model with cash crops/tree crops, agri-tourism, ecotourism, integrated farm-aquaculture, livestock, crops).	The underlying focus of BE-GREEN is to provide a model for harmonising the pursuit of socio-economic objectives of poverty alleviation and community livelihood enhancement without compromising the health of the environment and surrounding ecosystem that supports these communities. Demonstrating successful models of sustainable blue or green development will give confidence to the Government to replicate or scale up these models in other parts of Fiji.
2. Young farmers comprise at least 25% of total membership of producer organisations in target districts.	Demonstrated success of young farmers managing the transition from subsistence farming to market-oriented agricultural farming will provide a strong impetus for engaging rural youth in productive activities, and incentivize and mobilise youth in the province as well as the whole island to engage with the MAP and learn the keys to success.
3. At least 50% of registered youth groups located within target districts are active members of the Cakaudrove Provincial Youth Council (i.e. participate in meetings, events etc).	Project is 'youth sensitive'. The Cakaudrove Provincial Council passed a resolution to revive the Cakaudrove Provincial Youth Council (CPYC). The project will support the institutional strengthening of the CPYC. The CPYC is preparing a new Strategy Plan to guide its activities. Engaging youth in productive activities (economic empowerment, environmental awareness and stewardship, social advocacy) is key to tackling poverty and strengthening resilience, not only in the project districts but in the Province as a whole.
4. At least 8 newly organised farmer groups (e.g. newly registered agricultural cooperatives) establish partnerships with end buyers (e.g. hotels, agro-processes, exports, retailers/wholesalers in Vanua Levu or Viti Levu).	A key focus area of BE-GREEN is to link rural smallholders to profitable market-led value chains to support their livelihoods and reduce poverty. Consistent with the focus of the Government, the project will seek to overcome the challenges of diseconomies of scale by encouraging farmers to organise and work in groups or clusters or cooperatives.

5. At least 30% of communities in the target districts actively adopt sustainable farming and non-farming practices (both on land and sea) that bolster biodiversity conservation and climate resilience.	BE-GREEN aims to address loss of biodiversity and ecosystem deterioration stemming from unsustainable practices and over-exploitation of forest, mineral and marine resources linking to both green and blue economic parameters.
6. At least 150 entities (can be producer organisations, MSMEs, cooperatives or individual producers) successfully access a new financial service.	To foster economic growth and resilience among MSMEs, including registered cooperatives, farmer-led enterprises, and women and youth groups, BE-GREEN seeks to establish an ecosystem that enhances the competitiveness and sustainability of rural enterprises by improving business operations, market access, and financing opportunities.

Assessment methodology

The MAP Phase Assessment is proposed to be undertaken as part of the project Supervision Mission in mid-2029 (Year 4 of the BE-GREEN implementation). The assessment will be carried out jointly between IFAD and the Government of Fiji. The BE-GREEN PMU will submit a report to the Supervision Mission outlining quantitative and qualitative data related to each criterion of the MAP assessment. This data will be collected through the normal monitoring cycle of BE-GREEN and stored in the project MIS. This report will be complemented by project progress reports, key stakeholder meetings, and field verification visits on selected samples. The outcome of the assessment and subsequent discussion with the Government is to be concluded by December 2029 to enable sufficient time for the design of BE-GREEN Phase II, if necessary.

Elaborated below is the proposed approach to assessing each criteria:

Assessment Criteria (refer Table 1 above)	How will criteria be assessed? (Indicative and to be adapted in line with mission format)
1	Review MAP Assessment Report provided by PMU. Review project progress reports. Interview leaders of communities who are piloting these models. Field visit and verification on progress. Interview external parties involved in pilot e.g. market/buyers, tourism stakeholders Interview Govt. reps – Ministry of iTaukei Affairs, Ministry of Agriculture, Ministry of Fisheries, Ministry of Rural & Maritime Development
2	Review MAP Assessment Report provided by PMU. Review project progress reports. Randomly select and sample POs and interview PO leadership and a sample of young farmer members. Interview main market outlets/buyers. Selective site visits to farms.
3	Review MAP Assessment Report provided by PMU. Review project progress reports. Interview CPYC on its activities. Identify and interview a sample of 'active' and 'non-active' Youth Groups. Interview Ministry of Youth & Sports rep in Province.

4	Review MAP Assessment Report provided by PMU. Review project progress reports. Based on PMU report, select sample of new farmer groups and interview office bearers and sample of group members. Interview main market outlets/buyers. Interview Govt reps – Ministry of Agriculture, Department of Cooperatives, Ministry of Rural & Maritime Development, Ministry of iTaukei Affairs Interview BE-GREEN Implementing partners – PIFON
5	Review MAP Assessment Report provided by PMU. Review project progress reports. Based on the PMU report, identify random samples of communities, interview community leadership, including reps for women, and youth. Verify iVDP and Vanua Plan implementation through focused group discussions and field verification Interview Govt. reps – Ministry of iTaukei Affairs, Ministry of Agriculture, Ministry of Rural & Maritime Development. Interview BE-GREEN Implementing partners – C2 LIP, Environment NGO
6	Review MAP Assessment Report provided by PMU. Review project progress reports. Select and interview a sample of beneficiaries who accessed financial service to obtain more information on financial product accessed and purpose. Identify and interview a sample of beneficiaries who have not accessed any financial service to understand reasons. Interview financial institutions servicing BE-GREEN beneficiaries e.g. Fiji Development Bank, Merchant Finance Ltd

Fiji

Fiji - Blue Economy and Green Community Development Programme Project Design Report

Annex: Grievance Redress Mechanism

Mission Dates: 21/10/2024 - 08/11/2024
Document Date: 03/07/2025
Project No. 2000004863
Report No. 7163-FJ

Asia and the Pacific Division
Programme Management Department

GRIEVANCE REDRESS MECHANISM

This section describes the Grievance Redress Mechanism (GRM) for BE-GREEN based on IFAD's requirements.

The main objectives of the GRM are to provide a robust system of procedures and processes, to ensure transparent and rapid resolution of concerns and complaints identified at the local level in a manner that satisfies all parties involved; and thereby to enhance the social, environmental and climate outcomes of IFAD's projects/programmes or subprojects.

The GRM should be known to and accessible to all project affected people. The design of the GRM should be such that it ensures that marginalized or vulnerable groups (Ethnic Minorities, women, youth, Persons with Disability, older persons) have access to it.

To streamline feedback collection and efficiently address complaints, the project will implement the process outlined in the table below. While community-level feedback mechanisms will be reinforced, the project will accept feedback at all levels—from the community to the PMU—and will prioritize resolving issues at the community level based on the nature of the complaints.

Decisions will be communicated to the individual or organization that raised the issue. If the complainant is not satisfied with the decision, the concerned focal point will share the issue to a higher level. In such cases, the complainant will be informed and also encouraged to share their complaint at any project level that aligns with their preferred mode of communication.

Steps	Level	Process	Responsibility	Further steps if not convinced with decision
1	Community level	Community facilitator will be appointed as the primary contact for collecting grievances and feedback. Methods for registering complaints will be shared during community meetings, and phone numbers, email addresses, or other feedback channels will be prominently displayed in visible locations and in the local language. The privacy of all complainants will be strictly maintained. A ad hoc community-level committee will be established as needed to address complaints, with members representing the community, district, and provincial project units as part of the GRM committee. The focal person will facilitate the formation of this committee to address issues raised. Acknowledgment of complaints will be shared with the individuals who raise them within 2 days. If the complaint can be addressed at community level, a resolution is proposed within 5 days. and communicated to the concerned individuals or organizations along with details of further steps in case they are dissatisfied with the decision. In case the complaint cannot be addressed at local level, the focal point will escalate to the District Focal Point with communication of a decision to the complainant (can be done in conjunction with the acknowledgment of receipt) within 2 days. Record the grievance and the resolution/indication that it has been upscaled into the grievance logbook.	GRM focal person at village level	Send complaint to District Focal Point

Steps	Level	Process	Responsibility	Further steps if not convinced with decision
2	District level	The project will make a district staff profile and a suitable staff will be appointed as focal person to handle the Grievance Redress Mechanism (GRM) at District level Establish a mechanism for community facilitators to upscale any grievances to District level and register any upscaled complaints, As soon as a complaint is upscaled through the village level focal point, an acknowledgment of receipt will be sent to complainants within 2 days. Form a complaints committee as needed to address grievances effectively, or propose a solution to complainants and communicate the proposed resolution to the concerned individual or organization within 5 days. including clear guidance on further steps if they are not satisfied with the outcome. In case the complaint cannot be addressed at District level, the focal point will escalate to PMU and communicate this decision to the complainant (can be done in conjunction with the acknowledgment of receipt) within 2 days.	GRM focal person at District Unit	Send to PMU

Steps	Level	Process	Responsibility	Further steps if not convinced with decision
3	PMU	Appoint a focal person to manage the GRM at PMU who will be responsible for receiving complaints escalated from District level focal points. As soon as a complaint is upscaled through the District level focal point, an acknowledgment of receipt will be sent to complainants within 2 days. Assess the resolutions provided by local and District level focal points and the committee, if any. Coordinate a meeting with PMU Managers/Directors and establish a proposed resolution. Communicate the proposed resolution to the concerned individual or organization within 8 days. If a resolution cannot be proposed, develop a brief to compile information about the issue, complainants and proposed solutions (if any) at village, District and PMU levels, to communicate to Ministry of Agriculture and Waterways (related to agriculture) and Ministry of Environment and Climate Change (Related to the ministry) and notify IFAD.	GRM focal person at PMU	Send to Ministry of Agriculture and Waterways (if related to agriculture) and Ministry of Environment and Climate Change (if related to the environment and climate change) and notify IFAD.
4	Ministries and PSC	MoAW and MECC focal points for the project will acknowledge receipt of the complaint within 2 days to PMU. Assess the resolutions provided by local, District and PMU levels and any committee meeting minutes that may have taken place. Coordinate meeting with PMU Managers/Directors and establish a proposed resolution. Communicate the proposed resolution to the concerned individual or organization within 12 days. If a resolution cannot be proposed, communicate the resolution decision to the concerned individual or organization Notify the complainant about the right to present a complaint to IFAD's Compliant Mechanism and notify IFAD.	Ministry focal person for the project and Project Director	Send to Project Steering committee
5	IFAD	Follow IFAD complaint process		

IFAD Complaints Procedure

Objective: to ensure that appropriate mechanisms are in place to allow individuals and communities to contact IFAD directly and file a complaint if they believe they are or might be adversely affected by an IFAD-funded project/program not complying with IFAD's Social and Environmental Policies and mandatory aspects of SECAP.

Eligibility criteria

To file a complaint for alleged non-compliance with IFAD's social and environmental policies and mandatory aspects of its SECAP, IFAD will consider only complaints meeting the following criteria:

The complainants claim that IFAD has failed to apply its social and environmental policies and/or the mandatory provisions set out in SECAP.

The complainants claim that they have been or will be adversely affected by IFAD's failure to apply these policies.

Complaints must be put forward by at least two people who are both nationals of the country concerned and/or living in the project area. Complaints from foreign locations or anonymous complaints will not be taken into account.

Complaints must concern projects/programmes currently under design or implementation. Complaints concerning closed projects, or those that are more than 95 per cent disbursed, will not be considered.

The Process

The complainants should first bring the matter to the attention of the government or non-governmental organisation responsible for planning or executing the project or programme (the Lead Agency), or to any governmental body with the responsibility for overseeing the Lead Agency.

If any of the other service providers have complaints against the lead implementing partners (LIPs) these should be communicated directly to the PMU.

If the Lead Agency does not adequately respond, then the matter may be brought to the attention of IFAD. The issue may be brought straight to IFAD if the complainants feel they might be subject to retaliation if they went to the Lead Agency directly.

The Regional Division will examine the complaint and, if necessary, will contact the Lead Agency, or the governmental body with the responsibility for overseeing the Lead Agency, to decide if the complaints are justified. If the complainants request that their identities be protected, IFAD will not disclose this information to the Lead Agency or anyone else in government.

If the complaint is not justified, the Regional Division will inform the complainants in writing.

If the Regional Division finds the complaint is justified and there is proof of actual or likely harm through IFAD's failure to follow its policies and procedures, IFAD will take action. This may consist of making changes to the project/programme, or requiring that the government observes its obligations under the Financing Agreement. IFAD's response will focus on bringing the project/programme into compliance and no monetary damages will be available or paid in response to such complaints. The complainants will be informed of the outcome of the issue by the Regional Division.

In all cases, if the complainants disagree with IFAD's response, they may submit a request to SECAPcomplaints@ifad.org and request that an impartial review be carried out by the Office of the Vice-President.

The Office of the Vice-President will decide on the steps to be taken to examine such complaints, including, if necessary, contracting external experts to review the matter. The complainants will be informed of the results of the review.

How to submit a complaint

A complaint relating to non-compliance with IFAD's Social and Environmental Policies and mandatory aspects of its SECAP can be submitted in any of the following ways:

Download word file complaint form: [Here](#)

Send an email to SECAPcomplaints@ifad.org

If you email or mail your complaint, please include the following information:

Name, address, telephone number and other contact information.

Whether the complainants wish to keep their identity confidential, and if so, why?

Name, location, and nature of the IFAD project/programme (if known)

How the Complainants believe they have been, or are likely to be, adversely affected by the IFAD-supported project or programme.

Complaints sent by mail should be addressed to:

IFAD

SECAP Complaints (PMD)

Via Paolo di Dono 44

00142 Rome, Italy

Monitoring and evaluation of project-level GRM by BE-GREEN

The PMU will develop and maintain a grievance logbook to record grievances received in relation to the project, demonstrating how they were consistently received, addressed and closed. Community and District level focal points will provide regular updates to the logbook to ensure both resolved and upscaled grievances are documented in the logbook.

The PMU is responsible for ensuring awareness raising about the existence and how to access the GRM in the context of the project, and provide evidence to IFAD of such activities. In addition, the GRM focal point in the PMU will be responsible for training community and District level focal points on their respective roles and responsibilities in relation to receiving, handling and documenting grievances.

Adequate implementation of an accessible and operational project-level grievance redress mechanism will be consistently assessed through supervisions by IFAD, to enable the project to take corrective measures if required.

Progress reports or standalone regular reports (quarterly or annual) should include a section on grievance redress mechanism as a basis to discuss the effectiveness of an accessible GRM at project level. Confidential/sensitive information is not to be included in these reports, and will be made available by the PMU to IFAD upon request if considered necessary.

Performance criteria to assess project level grievance redress mechanism

Objective	Success Criteria / Performance Indicators
Grievances consistently identified and recorded using a form that captures essential information	Number of grievances received and addressed Percentage of grievances handled and closed within provided timeframe % of grievances lodged by each channel

Proposed Templates

Grievance Logbook

[illegible]

Sample Grievance Receipt Form

RECEIPT FORM	
—	
Indicate Name of the Executing Unit:	
Indicate Project Name:	
REGISTRATION OF THE GRIEVANCE	
Date and Time Received:	
Place Received:	
Party Receiving It:	
Name:	
Position:	
Means of Reception:	Verbal Telephone Written Letter (Registration N°. assigned) E-mail Office providing Permanent Attention [Indicate other means]
I. PERSONAL DATA	
Does the person want to identify him/herself?	Yes / No
Name and Surnames:	
Address:	
District:	
Tel. #:	
E-mail:	
[Add other information]:	
II. INFORMATION ABOUT THE CASE	
2.1 Type of Case:	Grievance Claim Query Other
2.2 Subject of the Case:	a. [Indicate topic, e.g., "Environmental aspects of the Project"] b. [Indicate topic]
2.3 Details of the Grievance:	
2.4 Request Concerning the Grievance:	[Indicate]

2.5 Documentation Provided by the Complainant:	[Indicate reports, photographs, among others]
III. ADDITIONAL REMARKS	
Name of the Person Responsible for Case:	Position: Signature:
Name of the Party Presenting Grievance:	Position: Signature:
Note: A copy of this form is given to the person who filed the complaint.	
Confidentiality Notice:	The information contained in this form has been provided voluntarily and authorized by the above signer. The institution guarantees the confidentiality of the information registered and its use for the corresponding purposes.