

URS

Report

Pacific
Horticultural
and
Agricultural
Market Access
(PHAMA)
Program



APAC

KALANG

Annual Strategic Plan 2014/2015



6 June 2014
42444251 Version 1.0

Prepared for:
Department of Foreign Affairs and Trade

Prepared by URS Australia Pty Ltd



DOCUMENT PRODUCTION / APPROVAL RECORD

Issue No.	Name	Signature	Date	Position Title
Prepared by	PHAMA LTA team		May 14	
Checked by	Rob Duthie		06 June 14	Acting Team Leader
Approved by	Sarah Nicolson		06 June 14	Principal-in-Charge

Project:

Pacific Horticultural and Agricultural
Market Access (PHAMA) Program

Report Name:

Annual Strategic Plan 2014/2015

Status:

FINAL

DOCUMENT REVISION RECORD

Issue No.	Date	Details of Revisions

Client Contact Details:

Department of Foreign Affairs and
Trade
R.G. Casey Building
John McEwen Crescent
Barton, ACT 0221
Australia

Issued by:

URS Australia Pty Ltd
Level 4, 70 Light Square
Adelaide SA 5000
Australia

T: +61 8 8366 1000

F: +61 8 8366 1001

© Document copyright URS Australia Pty Ltd

No use of the contents, concepts, designs, drawings, specifications, plans etc. included in this report is permitted unless and until they are the subject of a written contract between URS Australia and the addressee of this report. URS Australia accepts no liability of any kind for any unauthorised use of the contents of this report and URS Australia reserves the right to seek compensation for any such unauthorised use.

Document Delivery

URS Australia provides this document in either printed format, electronic format or both. URS Australia considers the printed version to be binding. The electronic format is provided for the client's convenience and URS Australia requests that the client ensures the integrity of this electronic information is maintained. Storage of this electronic information should at a minimum comply with the requirements of the Electronic Transactions Act 2000 (Cth).

TABLE OF CONTENTS

EXECUTIVE SUMMARY	VII
1 INTRODUCTION	1
1.1 Implementation strategy.....	1
1.1.1 <i>Market Access Working Groups</i>	2
1.1.2 <i>Industry Working Groups</i>	3
1.1.3 <i>Capacity Development</i>	3
1.1.4 <i>Inter-Program Coordination</i>	3
1.1.5 <i>Program Management Flexibility</i>	3
2 MAWG DEVELOPMENT AND OPERATIONS	4
2.1 Progress to Date	4
2.2 Key Activities for 2014–15.....	6
2.2.1 <i>MAWG Meeting Schedule</i>	6
2.2.2 <i>Priority Development Areas for 2014–15</i>	6
3 MARKET ACCESS AND MANAGEMENT ACTIVITIES	9
3.1 Overview	9
3.2 Fiji	9
3.2.1 <i>Key points from 2013/14</i>	9
3.2.2 <i>Strategy</i>	9
3.2.3 <i>Activities</i>	10
3.3 Samoa.....	16
3.3.1 <i>Key points from 2013/14</i>	16
3.3.2 <i>Strategy</i>	16
3.3.3 <i>Activities</i>	17
3.4 Solomon Islands	21
3.4.1 <i>Key points from 2013/14</i>	21
3.4.2 <i>Strategy</i>	22
3.4.3 <i>Activities</i>	22
3.5 Tonga.....	34
3.5.1 <i>Key points from 2013/14</i>	34
3.5.2 <i>Activities</i>	35
3.6 Vanuatu	38
3.6.1 <i>Key points from 2013/14</i>	38
3.6.2 <i>Country Strategy</i>	39
3.6.3 <i>Activities</i>	39
3.7 Regional	45
3.7.1 <i>Strategy</i>	45
3.7.2 <i>Activities</i>	46
3.8 Management	51

3.9	Linkages with other programs.....	52
3.10	Export Development Grants.....	53
4	LRD MARKET ACCESS ACTIVITIES	55
4.1	Ongoing biosecurity related activities.....	57
4.2	Country specific recommended activities.....	58
4.2.1	<i>The Cook Islands</i>	<i>58</i>
4.2.2	<i>Federated States of Micronesia.....</i>	<i>60</i>
4.2.3	<i>Guam</i>	<i>60</i>
4.2.4	<i>Republic of the Marshall Islands.....</i>	<i>61</i>
4.3	Handicrafts a Regional Marketing Model.....	62
4.4	Recommendations for Improved Service Delivery of Biosecurity and Market Access Services by LRD	62
4.4.1	<i>Movement towards facilitation and coordination role</i>	<i>62</i>
4.4.2	<i>Review of existing biosecurity services.....</i>	<i>63</i>
4.4.3	<i>Adoption of PHAMA planning and reporting processes</i>	<i>63</i>
4.5	Budget considerations	63
5	PROGRAM MANAGEMENT AND COORDINATION	64
5.1	Governance.....	64
5.2	Office Operations and Staffing	64
5.2.1	<i>PMO and Country Office operations</i>	<i>64</i>
5.2.2	<i>Program staffing</i>	<i>64</i>
5.2.3	<i>Staff development.....</i>	<i>65</i>
5.2.4	<i>Performance Appraisal.....</i>	<i>66</i>
5.2.5	<i>LTA travel.....</i>	<i>66</i>
5.2.6	<i>STA inputs</i>	<i>66</i>
5.3	Funding streams	67
6	COMMUNICATIONS	68
6.1	Between the NMACs, the MAWGs and the PMO.....	68
6.2	With DFAT (in-country).....	68
6.3	With SPC	69
6.4	With DA and NZMPI.....	69
6.5	With other projects and donors.....	69
6.6	Promotion and media	70
7	RISK MANAGEMENT	71
7.1	Additional Risks Identified	71
7.2	Adjusted Risk Ratings	71
8	MERI	74
8.1	Monitoring, Evaluation, Reporting and Improvement	74
8.2	Components of the revised MERI system	74
8.2.1	<i>Logic Model</i>	<i>74</i>

8.3	Program Impact – Strategic Priorities.....	75
8.3.1	DFAT.....	75
8.3.2	Regional Priorities	75
8.3.3	National Priorities	76
8.4	Measurement Tables.....	76
8.5	Monitoring Tools	76
8.6	Monitoring and Assessing Capacity Development	76
8.7	Monitoring and Assessing Market Access.....	77
8.8	Complementary Evaluation Research	77
8.9	Quality Assurance.....	77
8.10	Reporting	78
8.11	Help / Support Arrangements	78
8.12	Resource and Cost Implications	79
8.12.1	PMO/NMACs Resourcing	79
8.12.2	MERI TA Resourcing.....	80
9	CROSS CUTTING ISSUES	81
9.1	Gender.....	81
9.2	Capacity building	81
9.3	Environment	82
9.3.1	Improved capacity to manage biosecurity risks.....	82
9.3.2	Improved capacity to manage resource utilisation.....	82
9.3.3	Improved production and treatment practices	82
10	PROJECTED EXPENDITURE.....	84
10.1	Intensive (MC-managed).....	84
10.2	Regional (LRD-managed)	84
11	LIMITATIONS	85

TABLES

Table 2-1	Schedule of MAWG meetings 2014–15.....	6
Table 3-1	New EDGs approved to date during 2013–14	54
Table 4-1	Summary of recommended activities.....	55
Table 4-2	SPC recommendations	56
Table 7-1	Risks added to Risk Management Matrix	71
Table 7-2	Adjusted risk ratings.....	71
Table 7-3	Risks requiring close management.....	72
Table 8-1	PMO/NMACs Estimated MERI Related Travel Costs for Phase 2	79
Table 8-2	PMO/NMACs MERI Related Time Resources for Phase 2	79
Table 8-3	PHAMA Phase 2 MERI Specialist TA Inputs Summary.....	80

FIGURES

Figure 8-1	PMO/NMAC % Full Time Equivalent for MERI Activities.....	80
------------	--	----

APPENDICES

Appendix A	Program Description
Appendix B	Activity Index (MC Stream)
Appendix C	Export Development Grant Application Form and Guidelines
Appendix D	Risk Management Matrix (updated May 2014)
Appendix E	Resource and Cost Schedule for Components 1–3 (MC stream)
Appendix F	LRD current budget cost schedule
Appendix G	Proposed Market Access Activities Costs Schedule
Appendix H	MERI logic model

ABBREVIATIONS

Abbreviation	Description
ACIAR	Australian Centre for International Agricultural Research
AFAS	Australian Fumigation and Accreditation Scheme
APHIS	Animal and Plant Health Inspection Service
ASP	Annual Strategic Plan
AUD	Australia dollar
BA	Biosecurity Australia
BAF	Biosecurity Authority of Fiji
BATS	Biosecurity and Trade Services unit (Land Resources Division, SPC)
BQA	Bilateral quarantine agreement
C1, C2, C3, C4	Component 1, Component 2, Component 3, Component 4
CA	Competent Authority
CCIL	Cocoa Coconut Institute Ltd
CCS	Catch Certification Scheme
CEMA	Commodities Export Marketing Authority
CMS	Communications and Media Strategy
CPM	Commission on Phytosanitary Measures
DA	Department of Agriculture (Australia)
DAFF	Department of Agriculture, Fisheries and Forestry
DFAT	Department of Foreign Affairs and Trade
EDG	Export development grants
EOI	Expression of Interest
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FFA	Forum Fisheries Agency
FSM	Federated States of Micronesia
HACCP	Hazard Analysis and Critical Control Point
HoQ	Heads of Quarantine
HTFA	High Temperature Forced Air
IACT	Increasing Agricultural Commodity Trade Program (EU)
IFAD	International Fund for Agricultural Development
ISPM	International Standards for Phytosanitary Measures
IT	Information Technology
IUU	Illegal, Unreported and Unregulated fishing
IWG	Industry Working Group
LRD	Land Resources Division (of SPC)
LTA	Long-Term Adviser
M&E	Monitoring and Evaluation
MA	Market access
MAF	Ministry of Agriculture and Fisheries (Samoa)
MAFFF	Ministry of Agriculture, Food, Forests and Fisheries (Tonga)

Abbreviation	Description
MAWG	Market Access Working Group
MC	Managing Contractor
MDF	Market Development Facility (DFAT funded)
MERI	Monitoring, Evaluation, Reporting and Improvement
MFAT	Ministry of Foreign Affairs and Trade
MoA	Ministry Of Agriculture
MOFR	Ministry of Forests and Research
NAQIA	National Agriculture Quarantine and Inspection Agency (Papua New Guinea)
NMAC	National Market Access Coordinator
NPHL	National Public Health Laboratory
NPPO	National Plant Protection Organisation
NZAP	New Zealand Aid Programme
NZMPI	New Zealand's Ministry of Primary Industries
OIE	World Organisation for Animal Health
PACER+	Pacific Agreement on Closer Economic Relations Plus
PARDI	Pacific Agribusiness Research for Development Initiative
PCC	Program Coordinating Committee
PHAMA	Pacific Horticultural and Agricultural Market Access Program
PICTs	Pacific island countries and territories
PKE	Palm kernel expeller
PMO	Program Management Office
PPE	Personal protective equipment
PPP	Public-private partnership
PPPO	Pacific Plant Protection Organisation
PRC	People's Republic of China
PT&I	Pacific Trade and Invest
R&D	Research and Development
RMI	Republic of the Marshall Islands
SBD	Solomon Islands dollar
SIAQS	Solomon Islands Agriculture Quarantine Service
SPC	Secretariat of the Pacific Community
SROS	Scientific Research Organisation of Samoa
STA	Short-Term Adviser
TA	Technical Advisers
TBD	To be determined
TEQM	Tonga Export Quality Management Ltd
TR	Technical Report
URS	URS Australia Pty Ltd
USD	United States dollar
WAHIS	World Animal Health Information System
WST	Western Samoan Tala

EXECUTIVE SUMMARY

This report presents the 2014–15 Annual Strategic Plan (ASP) for the Pacific Horticultural and Agricultural Market Access Program (PHAMA). The key focus areas under this ASP will be to:

1. To continue to build upon the public-private partnership arrangements for market access within Pacific island countries and territories (PICTs);
2. To assist five target PICTs to select and prioritise market access activities, based on potential economic impact, likelihood of sustainability, and potential distributional impacts (where possible) for more marginalised or vulnerable groups, including rural households and women;
3. To continue to work with the Land Resources Division (LRD) of the Secretariat of the Pacific Community to manage and deliver regional market access activities under their regional mandate; and
4. To implement the revised Monitoring, Evaluation, Reporting and Improvement (MERI) framework to strengthen performance measures and continue to further integrate evaluative thinking into program management.

Funding availability for current 2014–15 planning purposes is mainly based upon the contracted Phase 2 envelope of AUD14.8 million over 4 years, drawn from Department of Foreign Affairs and Trade (DFAT) regional budget. However, 2013–14 has also seen the introduction of additional funding streams for activity implementation via contribution of further DFAT funds from the Solomon Islands bilateral programme (AUD1.05 million over 4 years) and New Zealand Ministry of Foreign Affairs and Trade (MFAT) (AUD1.3 million from 2013–14 but available for implementation into 2014–15). As a result activity planning for 2014–15 has been formulated on the basis of a budget envelope of AUD5.4 million for the coming year for the components managed through the Program Management Office and AUD552,000 for the components managed by LRD.

Key elements of the work program for 2014–15 are summarised below.

Sustainability: A key focus of work will continue to be developing the longer-term sustainability of the functions and mechanisms of the Market Access Working Groups (MAWGs) and Industry Working Groups (IWGs). The approach taken will be country-context specific, but key elements will include confirmation of desired scope and mandate, institutional arrangements, public and private sector representation, alignment and value add with existing or emerging national entities and processes, funding and implementation strategy post-PHAMA.

Continued collaboration with LRD: LRD has a regional mandate to deliver regional quarantine, biosecurity and market access services to its 22 member countries and territories. Increased collaboration, information sharing and capacity building of LRD to better deliver market access support has proven difficult. The dedicated market access position remains unfilled and existing staff and resources are insufficient to meet the quarantine, biosecurity and market access requirements of the 22 PICTs. Options and solutions to improve this situation will again be a focus for the 2014–15 ASP.

Market Access Activities

The intended activities for 2014–15 are directly linked to the three intermediate outcomes for the program. The intermediate outcomes are:

- C1 Market access (MA) priorities identified and high quality MA submissions prepared and accepted by importing government authorities.
- C2 Sanitary and phytosanitary measures required to establish/maintain MA for specified high priority products successfully implemented by government and industry.
- C3 Research and Development activities required to gain, maintain and improve MA identified and implemented.

In total, 55 activities are proposed for the next 12 months. Of these, 40 are carry-over activities already approved under the 2013–14 ASP but not yet completed (or previously un/under-funded), or represent follow-on stages of previously completed activities; and 15 are new activities identified in the course of the 2014–15 planning round.

Country	No. of carry-over or follow-on activities	No. of new activities	TOTAL
Fiji	8	2	10
Samoa	4	3	7
Solomon Islands	12	6	18
Tonga	4	2	6
Vanuatu	7	2	9
Regional	5	0	5
TOTAL	40	15	55

1 INTRODUCTION

This report presents the 2014–15 Annual Strategic Plan (ASP) for the Pacific Horticultural and Agricultural Market Access Program (PHAMA), in the second year in the 4-year Phase 2 of the program (July 2013 to June 2017). The contract for Phase 2 was signed on 2 August 2013.

The report contains two sections: an intensive country-specific section reporting on market access development activities in the five primary target countries (Fiji, Tonga, Samoa, Vanuatu and Solomon Islands), and regional section reporting on regional market access services of a more general nature in all 22 Secretariat of the Pacific Community (SPC) member countries and territories. The intensive stream is delivered by a Managing Contractor (MC) located within SPC Suva and the regional stream delivered by the Land Resources Division (LRD) of SPC Suva. Collectively, PHAMA seeks to offer market access related services to all 22 Pacific island countries and territories (PICTs), where resources permit.

Funding availability for current 2014–15 planning purposes is mainly based upon the contracted Phase 2 envelope of AUD14.8 million over 4 years, drawn from Department of Foreign Affairs and Trade (DFAT) regional budget. However, 2013–14 has also seen the introduction of additional funding streams for activity implementation via contribution of further DFAT funds from the Solomon Islands bilateral programme (AUD1.05 million over 4 years) and New Zealand Ministry of Foreign Affairs and Trade (MFAT) (AUD1.3 million from 2013–14 but available for implementation into 2014–15). As a result activity planning for 2014–15 has been formulated on the basis of a budget envelope of AUD5.4 million for the coming year for the components managed through the Program Management Office (PMO) and AUD552,000 for the components managed by LRD.

Progress highlights against the 2013–14 ASP and new activities for 2014–15 are presented for each country and also for discrete regional activities. Activities to be implemented include; carry-over activities already approved under the 2013–14 ASP but not yet completed, follow-on stages to work already completed and new activities either focusing on new products or market access issues.

Where implementation of an activity is being carried over, or is being extended into a follow-on stage, progress-to-date is briefly summarised in order to provide context to what is being planned for the coming year. Additional information on results and progress thus far can be obtained from the previous 6-Monthly Progress Reports, and the Quarterly Exception Reports.

It is anticipated that aspects of the Plan will be considered and discussed at the sixth Program Coordinating Committee (PCC) meeting scheduled for June 2014. However, in line with revised procedures approved at the fifth PCC meeting held August 2013, the Plan will be considered and approved by the designated DFAT Program Manager independently of the PCC process.

1.1 Implementation strategy

This section provides a brief overview of the current Program strategy. A description of the Program is available at Appendix A.

1.1.1 Market Access Working Groups

The core premise of PHAMA and its delivery model is the value in development of strong public-private partnership (PPP) between government and the private sector to help effectively manage market access. To achieve this, Market Access Working Groups (MAWGs) have been established in the five target countries. These groups include representatives from the private sector (e.g. exporters and producer groups) and relevant government agencies responsible for elements of market access (e.g. Departments of Quarantine, Trade, Agriculture, Fisheries and Forestry). The Program is designed to be flexible and provide a longer-term commitment of support, recognising the lengthy timeframes that are often required to address market access issues

The Program adopts a highly strategic approach to addressing technical and regulatory aspects of market access, working with identified highest priority products and market access issues as they are identified by the MAWGs (and where relevant, the Industry Working Groups (IWGs)). Issues can potentially involve: (i) seeking new access for new products into new markets; (ii) improving access arrangements for existing trade; or (iii) maintaining existing access by developing the capacity of quarantine agencies, Competent Authorities (CAs) and industry to meet negotiated access protocols, and assisting with responses to breakdowns in trade. As the Program has progressed it has become apparent that for many commodities maintaining and improving access is often a more frequent and potentially more pressing need rather than seeking new access.

Program product scope includes plant and animal products, both fresh and processed. While Australia and New Zealand are markets of major interest (reflecting historical trade patterns), PHAMA's mandate also includes addressing issues associated with exports to other markets (including intra-regional trade). The private sector is regarded as a key implementing partner. It needs to drive the identification of products to be targeted; it needs to be fully consulted during the development of market access submissions and agreements; it needs to play a major role in determining research and development (R&D) priorities; and it is an important partner in the implementation of biosecurity and quarantine measures required to maintain market access. The MAWGs are pivotal as the Program mechanism for engagement with private sector for their input into market access processes.

The MAWGs are responsible for prioritising the market access issues and opportunities where PHAMA provides assistance, and for overseeing the activities supported by the Program to address these issues. Full-time National Market Access Coordinators (NMACs) employed by the Program in each country are responsible for providing secretariat support and guidance to the MAWGs and for maintaining an operational linkage between the PMO, located in Suva, and the MAWGs.

As the Program has progressed there has been a degree of validation and endorsement of the MAWG model, and institutionalisation of the functions and mechanisms contained within the designed MAWG process is regarded as being central to achieving sustainable program outcomes. This is a major focus area for Phase 2, with work in 2013–14 beginning the process to define roadmaps towards long term sustainability. Implementation of these road maps will begin under the 2014–15 ASP. Important elements of this work will be to see development of increased levels of ownership and responsibility at country level for management of market access process via the MAWG mechanism. This will only be achievable through effective capacity building of in-country staff and MAWG processes.

1.1.2 Industry Working Groups

As the Program has evolved it has become apparent that IWGs, that can determine and prioritise industry specific activities and feed these into the MAWG processes, will be important for the sustainability of the MAWG in some PHAMA countries such as Solomon Islands and Vanuatu. However, to develop these groups into sustainable functional IWGs will also require significant capacity building assistance with associated resourcing considerations.

1.1.3 Capacity Development

Program capacity development is one of two key Program result areas and includes relationship-based (e.g. mentoring and communities of practice), experience-based learning (e.g. secondments and “learning-by-doing”) as well as course-based learning (e.g. attending workshops, courses, presentations, etc.). Budget limitations during the 2013–14 ASP had limited activities in this area and as a result of this the development of a Capacity Building Framework (as specified within Program Scope of Services) was had been placed on hold. At the time of writing the 2014–15 ASP additional budget resources had just been received (Solomon Islands bilateral funding) or were close to being committed (MFAT funds). As a result of additional funds, some of which will be devoted to capacity development, a Capacity Building Framework document will be developed to guide and document resource allocation in this area.

1.1.4 Inter-Program Coordination

The Program actively seeks to link with and complement other supply chain/value chain development programs operating in the region. Where programs of this nature are working on the development of exported or exportable products, and particular market access issues are encountered, PHAMA provides a vehicle for addressing these issues. It is considered that strengthening planning processes for MAWGs and IWGs will lead to increasing opportunities for such linkages in terms of coordination of resourcing relating to market access and to broader export development issues.

1.1.5 Program Management Flexibility

The 2013–14 ASP period has been a time of change and adaption as the Program progressed from Phase 1 to Phase 2. DFAT Program management moved from Canberra to Suva Post, there were some Program staff changes, Program budget was reduced and strategies to manage budget shortfalls were developed and implemented. At the same time a major revision of the MERI Framework was undertaken and implementation of the system commenced. It is believed that the revised MERI will be an invaluable management tool and greatly strengthen performance measures.

At the time of writing this ASP budget prospects have improved, belief in and support for the Program continues to grow. Crucially, the Program continues to maintain a flexible management approach that can accommodate and facilitate change to ensure that the Program continues to meet Australia Government aid objectives in an efficient and effective manner.

2 MAWG DEVELOPMENT AND OPERATIONS

2.1 Progress to Date

The MAWGs are well established in all of the countries. Work to support their operation is ongoing. Current status is summarised below, together with issues:

Operations

- Quarterly MAWG meetings continue to be held to discuss emerging market access issues and to provide general oversight of activities being implemented. Fourteen of these major meetings have now been held in each country since Program start.
- Interim 'mini-MAWG' meetings continue to be held between the major quarterly meetings on an as-required basis, convened on the initiative of the MAWGs themselves.
- NMAC secretariat support for MAWG meetings and communications is ongoing.

MAWG membership and relationships

- MAWG membership continues to be revised on an ongoing basis to improve representation of major industries, exporters and government.
- MAWGs continue involving non-member representatives into meetings to provide briefings on specific issues that are under consideration, or as observers.
- Charters of the Solomon Islands and Vanuatu MAWGs are being amended to recognise their engagement with the IWGs that have been established, and to establish a mechanism for adjustment to membership to ensure that all industries are represented adequately.
- Since the previously reported poor performance of the Vanuatu MAWG, and its issues relating to membership and MAWG relationships, there has been positive improvement following a degree of revision of membership and introduction of IWGs to broaden engagement of the MAWG with key export industries. It is hoped that further significant improvement will be seen during 2014–15.
- Previously reported issues concerning the relationship between the MAWGs, the National Plant Protection Organisations (NPPOs) and CAs are steadily being resolved. There is more active participation of the NPPOs and CAs in the MAWG process, increased recognition by the MAWGs of the mandated role of the NPPOs and CAs in managing bilateral issues, and increased recognition by the NPPOs and CAs that the MAWG process can add value.

Industry Working Groups

- Five IWGs have been established in Solomon Islands for cocoa, coconut, timber, fish and horticulture. Three IWGs have been established in Vanuatu for beef, kava and cocoa. Each IWG has a formal terms of reference modelled on the MAWG charter. Membership is 8–10 private/public representatives. At least one private sector member for each IWG is also a member of the MAWG
- The Solomon Islands IWGs have developed bi-annual industry specific plans which are fed up to the Solomon Islands MAWG group for consideration for future activity selection.

- These groups have been well received and supported by private sector and have proven effective in broadening and deepening engagement with stakeholders, and improved the quality of activity planning.
- It is intended that the IWG concept will be further developed and expanded in other countries as part of the 2014–15 ASP.

Linkages and coordination

- The potential for the MAWGs to fulfil a broader development coordination role and act as a ‘clearing house’ of information on rural sector and export development initiatives continues to develop.
- Guidance continues to be provided for MAWGs to adopt a more ‘macro’ view of the contribution of various productive sectors to the export economy. This approach is most advanced in Solomon Islands, and will be extended to other countries as part of a strengthening of planning processes in 2014–15.
- Linkages are also being developed between the IWGs and other government and industry bodies for information sharing and coordination.
- The MAWGs are increasingly being publicly recognised in the five target countries as good examples of PPP at work.

Functionality

- The good ‘health’ or functionality of the MAWGs was validated by the second round of MAWG Case Studies completed in mid-2013, with the single exception of Vanuatu. There has since been improvement in Vanuatu’s performance as a result of membership revision and introduction of IWGs to broaden stakeholder engagement. It is hoped that introduction of the MERI processes will assist further by improving Vanuatu MAWG understanding of issues and risks affecting implementation.
- Functional capacity of the MAWGs and NMACs to manage meetings, maintain records, coordinate follow up actions and access required technical information remains generally satisfactory.
- The key ongoing development needs of both the MAWGs and NMACs include communication skills to develop communication networks with both government and private sector stakeholders, along with management of these networks to ensure that PHAMA is widely understood, and prioritisation skills to ensure that the most important market issues and opportunities are being identified for PHAMA assistance.

Sustainability

- A preliminary desk study was conducted in late 2013 to document Australian and New Zealand experience and ‘best practice’ in establishment and operation of primary sector industry groups such as the MAWGs.
- Under regional activity MANAGEMENT03 local consultants were engaged in each country between April–June 2014 to investigate sustainability options for MAWGs (and IWGs) with reference to country specific context including: confirmation of desired scope and mandate, institutional arrangements, public and private sector representation, alignment and value add with existing or emerging national entities and processes, funding, and implementation strategy or roadmap.

- Concept papers are currently being developed with recommendations for consideration by the MAWGs in July to inform follow-on during 2014–15 via regional and country specific activities utilising combination of MFAT and DFAT funds to support.

2.2 Key Activities for 2014–15

2.2.1 MAWG Meeting Schedule

Major quarterly MAWG meetings for the 2014–15 year are scheduled as shown in Table 2-1.

Table 2-1 Schedule of MAWG meetings 2014–15

	MAWG15	MAWG16	MAWG17	MAWG18
Solomon Islands	August 2014	November 2014	February 2015	May 2015
Vanuatu	August 2014	November 2014	February 2015	May 2015
Tonga	August 2014	November 2014	February 2015	May 2015
Samoa	August 2014	November 2014	February 2015	May 2015
Fiji	August 2014	November 2014	February 2015	May 2015

Each MAWG meeting is attended by a Long-Term Adviser (LTA) to provide technical guidance and governance support (to both the MAWGs and the NMACs). In conjunction with their country visits to support the MAWG meetings, the LTAs, together with the NMACs, also continue to visit export enterprises and government agencies to scan for possible market access issues and opportunities, and to validate activity need and scope as being discussed by the MAWGs and IWGs.

IWGs generally meet quarterly (prior to MAWGS), or more frequently as needed depending on issues and activities. IWGs are attended by NMACs, with occasional support by LTAs or Short-Term Adviser (STAs) as appropriate.

2.2.2 Priority Development Areas for 2014–15

Priority development areas relating to MAWG and NMAC operations for 2014–15 include the following:

General MAWG Development

- Targeted effort to maintain the interest and participation of key government stakeholders, especially the NPPOs and CAs, by consolidating their central position in information flows, actively promoting successes, and selling the benefits of a ‘cooperative’ approach.
- Further improving communications between the NPPOs, CAs and importing country regulatory agencies, with PHAMA LTA acting in an advisory capacity to support the process.
- Further strengthening MAWG and NMAC communication and coordination roles, particularly in terms of providing an effective link to a broader range of industry stakeholders than are represented around the MAWG table, and to key government agencies/officials.

- Increased focus on developing, where appropriate, IWGs to provide a better link between MAWGs and target sectors.
- Increased focus on improved strategic planning processes and documentation at MAWG level, including (as relevant) development of specific industry/commodity plans, to facilitate better linkages to national planning and budgeting processes and articulation of resourcing needs to other development programs.
- Further promoting the role of the MAWGs as a 'clearing house' for information on other projects operating in the primary production sector, potentially facilitating cross-program linkages, and as a 'reference point' for representatives from other projects wishing to consult with local stakeholders on issues of rural and export development.
- Further developing MAWG and NMAC capacity to identify background, screen and prioritise possible market issues for PHAMA support, exercising their own judgement in the process.
- Improved alignment of PHAMA-supported activities to the most economically important export sectors.
- Ongoing adjustment of MAWG membership, especially whenever strong(er) private sector representatives can be identified.
- Ongoing development of NMAC capacity to manage meetings, record meeting outcomes, and ensure that outcomes are acted on.
- Ongoing training support to improve MAWG and NMAC understanding of international market access systems and processes.

Industry Working Group Development

During Phase 1 it was recognised that in Solomon Islands and Vanuatu there was a lack of industry representative bodies through which the MAWG could interact with the various large export industries on market access priorities. As a result PHAMA established IWGs for selected export industries. Establishment of the IWGs was a major feature of PHAMA's work in these two countries in 2013/14. Without the linkage to the different industries via the IWGs the MAWGs lack the technical knowledge and industry mandate to make credible decisions on market access.

Value of IWGs to Program delivery:

- Enable and encourage meaningful engagement and relationship building at business/technical level with and between key private and public sector stakeholders.
- Obtain clarity on strategic direction regarding export development related needs and issues.
- Obtain validation and priority setting for potential activities to address those issues in a targeted manner.
- Act as a focal point at operational level for information sharing and coordination of activities and resourcing by Government and other development partners.
- Contribute to sustainability of Program outcomes by promoting meaningful Industry engagement with the MAWG mechanism and its PPP building objectives.

This approach has proven to be successful in Solomon Islands and Vanuatu in obtaining industry buy-in to PHAMA delivery, and in promoting the PPP model at an industry/business level. The work of these groups has resulted in significantly improved communication and coordination between government and private sector at an industry specific level with a range of positive outcomes.

In order for the IWGs to maintain stakeholder engagement and become sustainable as “industry bodies” efforts will need to be made to broaden their ability to undertake planning and resource mobilisation in areas outside of PHAMA’s specific funding scope of market access. Support will also be required to establish appropriate institutional structures and relationships for the IWGs to ensure their sustainability once secretariat support from PHAMA ends. This broader development of the IWGs will require additional resourcing in 2014–15. In Solomon Island and Vanuatu it is proposed that a locally recruited role be established to support IWG operations and to assist in their development.

MAWG Sustainability

The findings of the initial MAWG sustainability investigations conducted in each country in May/June 2014, will inform development of road maps for the longer-term sustainability of the MAWGs (and IWGs). These roadmaps will be finalised in consultation with the MAWGs in July. Expected roadmap elements are, the development of independent legal status (where appropriate), improved (and formalised) representation processes/mechanisms, and arrangements for self-funding post-PHAMA. In determining final structures and institutional arrangements reference will also be made to the preliminary desk study conducted in late 2013 to document Australian and New Zealand experience and ‘best practice’ in establishment and operation of primary sector industry groups such as the MAWGs.

Once the appropriate structures and processes are determined in each country, the management of selected activities will be progressively devolved to the MAWG/IWGs, subject to demonstrated capacity to take on and satisfactorily manage the additional responsibilities. It is anticipated that this will be a gradual and country-context-specific process, initially limited to decentralised management of one or two activities, with further expansion based on performance. At this stage it is not envisaged that limited devolution will be able to begin at least until late in the 2014–15 work programme, once the required systems, processes and management capacity have been developed.

3 MARKET ACCESS AND MANAGEMENT ACTIVITIES

3.1 Overview

This section summarises the various activities for the MC managed stream of the PHAMA Program. All of these activities are linked to the three intermediate outcomes for the program. The intermediate outcomes are:

- C1 Market access priorities identified and high quality MA submissions prepared and accepted by importing government authorities.
- C2 Sanitary and phytosanitary measures required to establish/maintain MA for specified high priority products successfully implemented by government and industry.
- C3 R&D activities required to gain, maintain and improve MA identified and implemented.

A list of all PHAMA activities is included in the Activity Index at Appendix B.

3.2 Fiji

3.2.1 Key points from 2013/14

- Improved bilateral communications between Fiji and the Australian Department of Agriculture (DA);
- Access for fresh ginger into Australia (exports yet to commence);
- Development and submission of market access request for fresh chilli into Australia;
- Progress towards the finalisation of kava production and processing guidelines;
- Progression of Hazard Analysis and Critical Control Point (HACCP) accreditation for 2 export facilities; and
- Assistance provided to regain market access for fruit fly host commodities to New Zealand.

3.2.2 Strategy

Early in PHAMA Phase 1 the Fiji MAWG's priorities were equally directed between maintaining and/or improving existing market access and seeking new market access opportunities. During the course of PHAMA the spread gradually shifted toward new market access. This is true going into the 2014–2015 PHAMA year – nearly all activities are focussed towards gaining new market access.

Fiji activities have typically been biased toward the export of horticultural products – only one animal health related activity (honey bee health survey) has been completed, while another (poultry health survey) is planned. No activities related to forestry or fisheries have been identified through the course of PHAMA.

The bias toward horticultural activities is indicative of the size of the horticulture sector in Fiji. Fruit and vegetable production is pervasive in Fiji, and the production and export of excess product is both practical and commercially feasible. Animal-based industries, broadly speaking and with the exception of the poultry industry, are relatively small and not yet developed to a

stage where exports could be considered. The lack of forestry and fisheries based activities is likely reflective of the maturity of those sectors in Fiji.

Eight of the ten activities identified for 2014–2015 have been carried over from the previous year. Many of these carry-over activities were not funded in 2013–14, either because insufficient funds were available or because specific funding was not needed as the activity only involved the provision of advice by LTAs. Again, three of the activities (FIJI08, FIJI10 and FIJI16) have not been funded as the only inputs foreseen for these activities in 2014–15 will be the provision of PHAMA LTA technical advice, as needed.

3.2.3 Activities

Activity Ref	Activity title	Activity type
FIJI08	Progression of new market access requests for papaya and breadfruit to the United States	Carry-over
FIJI10	New market access submission for fresh chillies to Australia	Carry-over
FIJI16	Development of HACCP plans for key export facilities	Carry-over
FIJI17	Development of operational procedures to meet quarantine requirements for ginger exports to Australia	Carry-over
FIJI18	Development of a kava quality manual	Carry-over
FIJI19	Poultry health survey	Carry-over
FIJI20	Feasibility study on developing exports of selected products to the People’s Republic of China	Carry-over
FIJI23	Development of biosecurity plans for the taro and papaya industries	Carry-over
FIJI24	Determining the scope of future market access activities for kava	New
FIJI25	New and improved market access related work	New

Carry-over Activities

FIJI08: Progression of new market access requests for papaya and breadfruit to the United States

Objective: To provide ongoing support to progress new market access requests for papaya and breadfruit to the United States.

Progress-to-date: The PMO reviewed preliminary work undertaken by industry and the Biosecurity Authority of Fiji (BAF) to support these new market access requests in the second half of 2011, and ‘next steps’ to progress the submission were identified. Following this, a meeting between BAF and the United States Embassy was facilitated in early 2012 to discuss the status of the request and seek clarification regarding any further information required by the United States. An STA was mobilised in July 2012 to prepare a submission stating that the main island of Viti Levu is free of *Bactrocera kirki*, a fruit fly species of particular concern to the United States, and that there are adequate quarantine measures in place to maintain this freedom. BAF received confirmation from the Animal and Plant Health Inspection Service (APHIS) in October 2012 that the United States is actively progressing their request for papaya, but is still waiting on results of the technical assessment from United States officials. Once these are obtained, PHAMA will support BAF to seek and prepare for a technical meeting with United States officials. Depending on progress of the technical assessment, the

subsequent support may include preparation and facilitation for in-country visits and/or audits by APHIS; strengthening of capacity for pest surveillance; preparation of further technical submissions; and preparation of Standard Operating Procedures and other associated export-related documentation.

2014–15 work program: Additional advisory support will be provided by PHAMA LTAs as required to help BAF monitor progress of the submission and to prepare any additional technical documentation required by APHIS to finalise their risk analyses for papaya and breadfruit.

FIJI10: New market access submission for fresh chillies to Australia

Objective: To develop new market access submission(s) for products recommended for export to Australia under Activity FIJI09.

Progress-to-date: Following on from Activity FIJI09 (which assessed the export potential for a range of possible new export products from Fiji to Australia), the Fiji MAWG confirmed in August 2012 that market access for fresh chillies should be the first priority for the Australian market. An STA was mobilised in December 2012 to analyse pest lists and associated documents in consultation with BAF and the Fiji Ministry of Agriculture (MoA), leading to the preparation of a formal market access submission in early 2013. The submission was further reviewed with BAF and industry in March 2013, finalised in June 2013, and subsequently forwarded to the DA (known as the Department of Agriculture, Fisheries and Forestry (DAFF) at that time). The market access submission development component of this activity is documented in Technical Report (TR) 48.

2014–15 work program: Additional advisory support will be provided by PHAMA LTA as required to help BAF monitor progress of the submission and to prepare any additional technical documentation required by Australia in considering the access request.

FIJI16: HACCP accreditation for selected export facilities

Objective: To assist selected export facilities to develop HACCP plans and to become HACCP certified.

Progress-to-date: HACCP Australia was contracted in December 2012 to undertake a preliminary 'gap analysis' for two food export businesses (Ben's Trading, the largest taro exporter, and Fiji Food Processors). Both businesses are currently addressing structural and other concerns identified in the report. Additional input by HACCP Australia was carried out in July 2013 to help guide these businesses with preliminary development of their HACCP Plans. Two further visits by HACCP Australia occurred during 2013–14 to finalise development and installation of HACCP support systems at the two businesses.

2013–14 work program: Final audits will take place in mid-2014, however, there will be no further monetary input required from PHAMA. This activity remains open as the NMAC will continue to monitor progress with the accreditation process.

FIJI17: Development of operational procedures to meet quarantine requirements for ginger exports to Australia

Objective: To develop and assist with the implementation of operational work plans and extension materials for exporting fresh ginger to Australia.

Progress-to-date: Following preparation of a formal market access submission by BAF requesting access for fresh ginger into Australia in 2011, DAFF announced a draft import policy in August 2012. Lobbying by the Queensland ginger Industry subsequently led to an Australian Senate Enquiry that convened in October 2012, delaying finalisation of import policy until January 2013. PHAMA guided BAF in its response to the Senate Enquiry process.

In anticipation of policy being finalised, an STA was mobilised in December 2012 to commence consultations on the development of a ginger export work plan and operational procedures detailing the operational steps required to ensure compliance with specified import conditions. Finalisation of the work plan and acceptance of the document by Australia was required before exports could commence.

STAs and LTAs worked with BAF, MoA and industry to review and document the current harvesting, processing, treatment and certification processes to determine what operational changes needed to be made to meet Australian requirements. A Ginger Taskforce was established by the Fiji government in February 2013 to develop export policy. PHAMA worked closely with BAF and the taskforce to finalise an operations manual and work plan, which was reviewed and subsequently approved by the Australian DA.

An STA visited Fiji in May 2013 to undertake an initial assessment of the readiness of exporters, BAF and MoA to commence exports later in the year. A follow-up STA visit was made in June 2013 to undertake an internal audit of the export pathway prior to DA's anticipated audit in October 2013. A further STA visit was conducted in October 2013 in advance of, and to coincide with, the DA audit of the pathway. The DA audit was a success, with only two relatively minor non-conformities being identified in the pathway.

Following further correspondence on the non-conformities between DA and BAF, Australia confirmed in late February 2014 that the pathway was approved for exporting ginger to Australia. DA also advised that it may undertake a further audit of the pathway early in the 2014 export season.

2014–15 work program: Further support is scheduled through 2014–15 to ensure export-readiness of this new pathway. This includes: (i) an additional STA input to conduct an audit of the pathway and ensure its readiness prior to the 2014 season; (ii) provision of logistical support for the conduct of a further DA audit; (iii) support for trial shipments to Australia; and (iv) STA support for monitoring initial shipments in relation to quality and compliance with import requirements.

LTAs will play a role in providing the support required, supplemented with specialised STAs as needed.

In addition to the above, budget support may also be provided through an Export Development Grant (EDG) for a 'soft launch' of export product in Australia.

FIJI18: Development of a kava quality manual

Objective: To develop a kava export production manual, with emphasis on aspects of production, processing and handling that are necessary to obtain good quality export product.

Progress-to-date: Building on the kava quality manual developed for Vanuatu in 2012/13 (Activity VAN09), preliminary work has been undertaken for a similar manual and associated material (e.g. posters) for Fiji. Adequate progress was made against the key steps identified in

2013/14 and the remaining tasks will carry over into 2014/15. Subsequent communication and extension of the content will be the responsibility of the MoA and the emerging industry groups.

2014–15 work program:

- Finalising collection of field samples and images of kava varieties in Fiji (approximately 20% remaining including Koro and some locations on Vanua Levu);
- Finalising kavalactone testing on the samples at the University of the South Pacific (approximately 25% processed to date);
- Analysis of the botanical information and images collected to develop reliable descriptors of the key varieties;
- Drafting of content for the manual and associated materials based on revision of existing text, results from the testing and other information related to conditions in Fiji;
- Workshops with industry and government stakeholders to discuss the draft content;
- Review, modification and translation of content as required; graphic design, printing and distribution.

The activity will continue to be managed by the Fiji NMAC with input from STA and PMO as required, and collaboration with the Extension and Research Divisions of the MoA.

FIJI19: Poultry health survey

Objective: To conduct a survey of the Fiji poultry industry to determine the health status of the industry, with emphasis on highly pathogenic Newcastle Disease and Avian Influenza.

Progress-to-date: Initial consultations with Fiji Government and SPC Animal Health staff regarding scope and implementation arrangements were completed in late 2012. Fiji's MoA has provided a draft survey plan. The PMO has requested MoA to engage with Papua New Guinea's National Agriculture Quarantine and Inspection Authority (NAQIA) to clarify their potential import requirements regarding poultry diseases. Completion of this preparatory work by MoA is required before the survey can commence.

Funding for this activity was confirmed by MFAT in late 2013–14 and will be programmed for the activity in 2014–15.

2014–15 work program: Scope of the survey to be finalised and may be dependent on the outcomes of MoA consultations with NAQIA. Draft survey plan to be refined based on the survey scope. Survey will be conducted and results communicated to OIE (World Animal Health Information System [WAHIS] database) and packaged to use in market access submission to Papua New Guinea (and other countries as needed).

FIJI20: Feasibility study on developing exports of selected products to the People's Republic of China

Objective: To assess the feasibility of developing exports of selected products to the People's Republic of China (PRC).

Progress-to-date: PHAMA and the Pacific Trade and Invest (PT&I) Beijing Office are finalising a Letter of Agreement which will recognise a more structured collaboration between

PHAMA and PT&I in strengthening the coordination of work on joint areas of interest and the effective use of available resources and expertise. The Letter of Agreement will effectively formalise collaboration between PHAMA and PT&I and provide the foundation for both parties to jointly conduct a feasibility study on developing exports of selected products from Fiji to the PRC. Discussions are also underway with the European Union (EU) funded Increasing Agricultural Commodity Trade (IACT) project, who are in a position to contribute in-kind support (i.e. staff time and industry-related information they have collated) to the feasibility study. It is likely that a joint/collaborative approach with IACT will be taken in the feasibility study, although details have yet to be finalised.

Funding for this activity was confirmed by MFAT in late 2013–14 and will be programmed for the activity in 2014–15.

2014–15 work program: The feasibility study will commence with an in-country assessment of the nominated supply chains and the commercial ability (and will) of the supply chains to meet potential market demands in the PRC.

Where products are identified as being potentially viable for export to the PRC the products will be prioritised and next steps will be identified and progressed as funding allows.

FIJI23: Development of biosecurity plans for the taro and papaya industries

Objective: To develop comprehensive biosecurity plans for the Fiji taro and papaya industries.

Progress-to-date: Stage 1 of this activity involved providing support to re-open the papaya export pathway to Australia, following voluntary closure by Fiji in late 2012 due to an exotic disease outbreak of quarantine concern. PHAMA provided BAF with considerable advisory support to help them manage their response. DAFF subsequently visited Fiji to review management of the outbreak in February 2013, and the pathway was officially reopened in May 2013. PHAMA was closely involved in facilitating the process.

The scope for Stage 2 of this activity was initially focussed toward mobilising an STA to develop an industry biosecurity plan for the papaya industry. The scope was recently expanded by the Fiji MAWG to include development of an industry biosecurity plan for the taro industry, which will occur first.

2014–15 work program: An STA will initially be mobilised to develop, in consultation with Fiji government and industry, a comprehensive biosecurity plan for the Fiji taro industry. Upon completion of the taro biosecurity plan, and funds permitting, the STA will be further mobilised to commence development of a biosecurity plan for papaya.

New Activities

FIJI24: Determining the scope of future market access activities for kava

Objective: To determine the scope of future activities relating to market access for kava.

Progress to date: PHAMA activity FIJI18 “Development of a kava quality manual” is focussed toward developing a quality manual that will standardise the production, processing and handling of kava in Fiji, and will provide the kava industry with the ability to supply consistent, good quality kava to both the domestic and export markets. While there is significant desire

within the kava industry to gain better access to international markets, there is no clear direction as to which products the industry is interested in exporting, and to which markets it is desired to export to. While the industry has indicated it is interested in exporting “all products” to “all markets”, this does not provide a suitable objective to allow resources to be directed at progressing market access.

This activity aims to qualify which products or forms of kava the industry in Fiji is interested in exporting, and to which markets the industry is interested in exporting the products to. The activity also aims to support the outputs of FIJI18, providing resources to conduct further work to enable the implementation of the kava quality manual.

2014–15 work program: STA will be deployed to canvas the industry to determine which forms of kava the industry is interested in exporting, and to which markets. STA will summarise findings and present these to the industry and MAWG.

FIJI25: New and improved market access related work

Objective: To prioritise, and progress where possible, new and improved market access-related work.

Progress to date: The Fiji MAWG has identified a range of market access related work for new and improved access into various markets. Limited funding means that much of this work cannot be progressed in the short term, however, the intent of this activity is to capture details of this work and provide a platform for its continued prioritisation and progress where possible. In addition, it may be possible for LTA and NMAC resources to progress some of this work without the need for additional funding inputs. In broad terms, the sub-activities within this activity will relate to:

- New market access for eggplant and breadfruit into Australia.
- New market access for bananas into New Zealand.
- Development of an operational system to enable imports into New Zealand of selected approved commodities via the passenger pathway.
- New market access for green papaya, jackfruit and suran (yam) into the United States, as well as the provision of funding, where needed, for research work to support the existing access requests for papaya and breadfruit exports to the United States.
- New market access for papaya, pineapple, ginger and mango into Korea.
- Support for R&D for food safety and quality issues associated with chilled sea urchin flesh for export to Australia.
- PHAMA co-funding for HACCP accreditation for seven enterprises associated with root crop exports.
- PHAMA funding for the design and trial of new packaging that is compliant with import and retail requirements of Australia and New Zealand.

2014–15 work program: Fiji MAWG to initially prioritise sub-activities in view of the level of available funding for the 2014–15 year. Resources will be deployed to work on priority sub-activities.

3.3 Samoa

3.3.1 Key points from 2013/14

- Improved bilateral communications between Samoan and other PHAMA countries Ministries' of Agriculture;
- Quarantine protocols finalised and access gained for cooked breadfruit into Australia and New Zealand and trial shipments commenced;
- Improved capacity of Scientific Research Organisation of Samoa (SROS) staff and facilities to undertake food safety and quality testing;
- Market access request for fresh pineapples to New Zealand developed and submitted;
- New fumigation chamber designed and site prepared for installation;
- Equipment purchased and preliminary applied R&D commenced on developing frozen root crop products; and
- Investigations commenced for resolving the technical issues identified for exporting foliage to New Zealand.

3.3.2 Strategy

The objectives of the activities conducted to date in Samoa have been a mixture of gaining, maintaining and improving market access for a range of agricultural and horticultural based products. The current range of products exported from Samoa is relatively limited with taro being the main commodity of interest. This has been reflected in the priority given to activities associated with gaining new access for commodities and improving existing access for fresh taro.

Activities have also been conducted to investigate the feasibility of exporting particular products (e.g. pineapples, lemons, foliage) and, where justified, this has led to follow-up activities to progress the various technical issues (e.g. pineapples; improved access for foliage). The long-standing biosecurity and other technical challenges associated with exporting products from Samoa have also led to a range of activities associated with improving market access via some form of processing of the fresh product (e.g. cooked breadfruit, dried bananas, frozen taro).

Another theme of the activities conducted to date has been to develop the capacity of SROS to undertake food safety and quality testing for export commodities. This has complemented other donor and government funded support to SROS that is leading to real progress in the organisations ability to conduct analyses to recognised standards as well as expand their capacity to undertake a range of applied research & development.

The ability to effectively and safely conduct fumigation treatments (e.g. of handicrafts or other products pre-export) had been recognised as a priority for improvement in Samoa since before the inception of the PHAMA program. The increased funding made available through the PHAMA program in 2013/14 has allowed the significant investment required for the equipment to be made with installation and commissioning expected to be completed in late 2013/14. This will be complemented during 2014/15 by the development of relevant operational procedures, training and accreditation.

Seven country specific activities are expected to progress in Samoa during 2014/15, with a further four identified pending availability of additional funding and further scoping. The four activities that would be further developed should additional funding become available are focussed on new and improved access for taro (to Australia and New Zealand respectively), establishment of a quarantine diagnostics laboratory, and a package of flexible support with multiple inputs based on priorities identified by the government (including NPPO) and industry on a rolling basis and agreed by the MAWG.

3.3.3 Activities

Activity Ref	Activity title	Activity type
SAMOA12	Improved market access for foliage to New Zealand	Carry-over
SAMOA14	New market access for pineapples into New Zealand	Carry-over
SAMOA17	Establishment of a methyl bromide fumigation chamber and operations	Carry-over
SAMOA20	Developing the pathway for the export of frozen crop products	Carry-over
SAMOA24	HACCP systems and accreditation for selected export facilities	Planned
SAMOA25	Bee health surveillance and export feasibility	Planned
SAMOA26	Improved quality of export cocoa	Planned
TBD	Improved access for fresh taro to New Zealand	
TBD	New and improved market access related work	
SAMOA16	Establishment of a quarantine diagnostics laboratory	Carry-over
SAMOA23	New access for taro to Australia	Carry-over

Carry-over Activities

SAMOA12: Improved market access for foliage to New Zealand

Objective: To improve and utilise market access for foliage exports to New Zealand.

Progress-to-date: STA was mobilised during 2012 and early 2013 to assess export potential and then the technical details and constraints of the existing requirements for the import of foliage (*Cordyline* and *Draceana*) into New Zealand. Additional funding for this activity was confirmed by MFAT in late 2013/14 and STA mobilised to begin following up the technical issues identified for this potentially valuable export opportunity. The technical issues identified include the need for multiple treatments before export, the presence or absence of particular pests, suitable procedures to process, inspect and pack the foliage, and unknown impacts on quality of the foliage.

2014–15 work program: Advisory support and technical inputs will be provided by STA to continue following up the identified technical issues in collaboration with Ministry of Agriculture and Fisheries (MAF) Quarantine and producers (including the Samoa Farmers Association). Depending on the progress made to resolve the issues identified with the existing protocol, it is intended to support trial shipments during 2014/15.

The activity will be managed by the Samoa NMAC with STA inputs and oversight from PMO.

SAMOA14: New market access for pineapples into New Zealand

Objective: To gain new market access for pineapple to New Zealand.

Progress-to-date: Following a feasibility study (TR 37) in 2012, STA input was provided in March 2013 to develop a market access submission (TR 47) for pineapples in collaboration with MAF Quarantine. The market access request was submitted to New Zealand's Ministry of Primary Industries (NZMPI) in April 2013 and is awaiting risk analysis and preparation of an Import Health Standard. Further advisory support was intended during 2013/14, potentially including assisting in preparation of any additional technical information required by NZMPI to prepare the Import Health Standard, development of operational procedures, or undertaking trial shipments. Technical inputs were not required pending the risk analysis commencing.

2014–15 work program: Pending finalisation of the new access for pineapples, the intended support is towards trial shipments by a commercial exporter.

SAMOA16: Establishment of a quarantine diagnostics laboratory

Objective: To establish a new diagnostic laboratory facility for Samoa MAF Quarantine.

Progress-to-date: This activity was not progressed during 2013/14 following a decision by the MAWG to re-allocate the available funds to SAMOA17 to allow that activity to progress. Interest remains in progressing the development of a suitable quarantine diagnostics laboratory, ideally as an integral part of a potential new export and inspection facility at Apia's wharf area. Development of this proposed new facility is dependent on broader planning and funding issues for the Government of Samoa.

In-principle agreement has previously been made to progress this activity under the PHAMA program subject to funding being available, agreement being reached on how it is incorporated into the potential new development, PHAMA's contribution remaining within the agreed budget parameters, and the Government of Samoa demonstrating financial commitment to fund the establishment and ongoing upkeep of the facility.

2014–15 work program:

Activity remains on-hold pending availability of additional funds, further consideration of collaboration with NZMPI / MFAT, and progress on the potential broader development of the wharf area.

SAMOA17: Establishment of a methyl bromide fumigation chamber and operations

Objective: To upgrade fumigation facilities being used by MAF Quarantine.

Progress-to-date: Adequate progress was made during 2013/14 to design a suitable fumigation chamber, identify a suitable location for its installation, identify a suitable supplier, and begin preparation of operational procedures. Additional funding for this activity was confirmed by MFAT in late 2013/14 which allowed more progress to be made on the development of operational procedures, procurement of additional items including safety equipment, and planning for a series of training modules on the safe and effective conduct of treatments and related regulatory activities. Construction and installation of the chamber is expected to be finalised in late 2013/14 but may carry-over into early 2014/15.

2014–15 work program:

- Finalise construction, installation and commissioning of fumigation chamber.
- Develop operational procedures for chamber and non-chamber fumigations.
- Develop and deliver audit and verification courses.
- The activity will be managed by the Samoa NMAC and PMO with STA inputs. All inputs including drafting and review of procedures and training courses will be done in close collaboration with MAF Quarantine.

SAMOA20: Developing the pathway for the export of frozen crop products

Objective: To provide an alternative export pathway to fresh commodities.

Progress-to-date: Priority was given to this activity in 2013/14 in recognition of the ongoing technical challenges in supplying and complying with the market access requirements for fresh produce. In addition, this potential pathway provided an opportunity to value-add and expand the export markets for new varieties of taro being selected and commercialised in Samoa. Adequate progress was made during 2013/14 including the installation of a research scale blast freezer at SROS, initial trials on processing of taro and the nutritional analysis required for product labelling. An EDG was also provided to an enterprise to support the preparation of suitable packaging and trial shipments to New Zealand. Additional funding for this activity was confirmed by MFAT in late 2013/14 and will be programmed for further product and pathway development in collaboration with SROS and commercial partners.

2014–15 work program:

- Applied research by SROS to further develop the pathway including identification of suitable treatments (e.g. taro variety, harvest, washing, processing, packaging, freezing, storage) and development of sample products for evaluation.
- Development of procedural manuals and guidance for a specific commodity (taro).
- Support for the adaptation of research scale procedures to commercial scale and trial shipments.

The activity will be managed by the Samoa NMAC with STA inputs, project based funding for SROS and enterprises, and oversight from PMO.

SAMOA23: New access for taro to Australia

Objective: To develop management measures for taro leaf blight in support of access for fresh taro to Australia.

Background: This activity was initially planned in 2013/14 following increased exporter interest in gaining new access for fresh taro to Australia. Due to funding limitations there was no allocation to the activity and the anticipated inputs by the Samoa NMAC and plant pathologists in MAF Crops Division were not possible. The activity was again endorsed by the Samoa MAWG for inclusion but dependant on additional funding becoming available.

Export of fresh taro to Australia remains a priority for the government and private sector in Samoa but there are significant issues to overcome including supply, freight and other logistics, as well as biosecurity. A disease that occurs in Samoa (taro leaf blight) is of

significant biosecurity concern for Australia and Samoa needs to develop and demonstrate management measures that are accepted by Australia before exports could commence.

The laboratory and field research required is expected to be substantial and it is not certain that acceptable measures can be achieved. Detailed scoping of the possible research, and subsequent technical submission, including consultations with DA Australia and consideration of the cost and feasibility is required before it would commence.

The scope of this activity would be to engage relevant STA (e.g. scientific researchers) to assist MAF in developing the required research program, including consideration of current capability and resources to do the required work, technical information likely to be required by DA, and feasibility of being able to develop and implement acceptable measures.

Pending progress including following consultations with DA, the activity may extend to support for the research program and subsequent pathway development.

2014–15 work program: Activity on-hold pending availability of additional funds.

New Activities

SAMOA24: HACCP systems and accreditation for selected export facilities

Objective: To improve the awareness and use of HACCP systems by agricultural and food related enterprises.

Background: Formal HACCP systems are not widely used by enterprises in Samoa that are involved in the processing and export of agricultural, food and related products. Increased awareness of the principles and practices of HACCP based systems is recognised as an important component of improving the operations of enterprises that are currently and potentially involved in export. More developed enterprises have also requested support to progress towards formal HACCP accreditation. The MAWG has endorsed a two part approach where support is provided for (i) relevant experts to undertake preliminary feasibility or needs-assessments of interested enterprises and general awareness raising and training on HACCP systems; and (ii) co-funding for selected enterprises to develop formal HACCP plans and progress towards accreditation.

2014–15 work program: A suitable commercial provider of HACCP training and systems development will be engaged to develop and deliver a package of training and feasibility assessments for enterprises. It is expected that the same provider will then be engaged to support selected enterprises work towards HACCP accreditation. Detailed development of the support will require further consideration of the training and accreditation processes already provided or underway in Samoa and the most relevant export markets or commodities to cover.

SAMOA25: Bee health survey and export feasibility

Objective: To conduct a survey of bee health and assess the feasibility of exporting honey and live hives.

Background: A survey of bee health was previously conducted under SAMOA11 with recommendations for a follow-up survey and related training and capacity building activities. External expertise is required to both conduct the follow-up survey and provide structured

training to build the awareness and skills of the government and private sector to conduct similar activities in the future. Samoa has existing access for honey products to some markets but the feasibility is uncertain based on potential changes to the access requirements and limited supply. A feasibility assessment is also required for a potential new opportunity for the export of complete live hives.

2014–15 work program: A suitable commercial provider will be engaged to conduct a bee health survey and provide structured training. It is expected that the same provider would be engaged to assess the feasibility and recommended next steps for maintaining and improving the export of bee products (e.g. honey and live hives) from Samoa.

SAMOA26: Improved quality of export cocoa

Objective: To clarify and investigate the technical issues needed to improve the quality of cocoa for export.

Background: There is increasing interest by the government and private sector to reinvigorate the production and export of cocoa from Samoa. Improving the quality of the cocoa is recognised as an issue and further clarification is needed on the areas for improvement (e.g. availability of suitable quality standards and testing capacity) and feasible approaches.

2014–15 work program: Preliminary support is anticipated to support SROS to progress the initial investigations and coordinate with related projects that are underway or planned. It is anticipated that any support for cocoa quality related work in Samoa would build on and collaborate with the equivalent support provided in the Solomon Islands (e.g. SOLS06, SOLS20 and SOLS21).

The activity will be managed by the Samoa NMAC with project based funding for SROS and oversight from PMO.

3.4 Solomon Islands

3.4.1 Key points from 2013/14

- Establishment of 5 IWGs which has significantly improved engagement with PHAMA delivery model across key export industries;
- Successful outcome in maintaining market access for sawn timber to Australia through establishment of Country Specific Guidelines on legality assurance (AUD3 million trade annually);
- Establishment of a new quality testing laboratory facility for cocoa and coconut oil exports;
- Successful strengthening of country capacity to maintain health certification systems required for fish exports to the EU (AUD45 million trade annually);
- Ongoing work to strengthen country capacity to maintain catch certification systems required for fish exports to the EU;
- Capacity building of audit and verification capacity for Solomon Islands Quarantine to monitor exports of stockfeed to Australia, with successful reaccreditation of 3 mills;
- Development of a set of cocoa quality guidelines in association with industry;

- Successful completion of quality assurance system (HACCP) training and capacity building in training and audit capacity for fish and agribusiness sectors;
- Completion of initial microbiology testing training support for national laboratory;
- Ongoing work on market access for chilli to Australia; and
- Completion of market studies for timber and cocoa to inform industry decisions on markets and terms of access.

3.4.2 Strategy

Strategy for delivery in Solomon Islands in 2014/15:

The Solomon Islands export sector is dominated by large commodity based industries exporting forestry products (logs, sawn timber), fish (whole and processed), palm oil, coconut products (copra, coconut oils and meals), and cocoa. These industries are the main income earners for Solomon Islands. Although the domestic agricultural economy is large (estimate AUD100 million) with extensive subsistence and cash cropping in root crops and horticulture, export of these agricultural and horticultural products is minimal.

There will be a continued strategic focus on building market access capacity in key export industries; timber, fish, cocoa and coconut products. As part of this focus the development and use industry specific working groups (IWGs) to overcome the lack of robust industry organisations, weak PPP in coordination, planning and lack of clear actionable sectoral policies will be a key strategy.

The program will continue to seek opportunities for market access support for new horticultural and agricultural commodities, although recognising these are likely to be limited. In addition, the Program will actively collaborate on market access related work with the Biosecurity Development Programme (bilateral DFAT funded, being implemented by the DA) on strengthening capacity of Solomon Islands Agriculture Quarantine Service (SIAQS).

3.4.3 Activities

Activity Ref	Activity title	Activity type
SOLS06	Development of national quality standards for the production and testing of cocoa to meet international market requirements	Carry-over
SOLS10	Development of 'sustainable forestry' certification for exports of value-added forest products	Carry-over
SOLS11	Improved fish inspection capacity to support processed fish exports	Carry-over
SOLS12	Improved testing capacity to support processed fish exports	Carry-over
SOLS15	Coconut and copra meal export standards development	Carry-over
SOLS16	HACCP training (Stage 2)	Carry-over
SOLS17	Development and implementation of systems relating to illegal, unregulated and unreported fishing	Carry-over
SOLS18	Timber market study (Stage 2)	Carry-over
SOLS19	Market access for fresh chillies to Australia	Carry-over
SOLS20	Development of quality guidelines for cocoa	Carry-over
SOLS21	Strengthening quality assurance systems for cocoa	Carry-over

Activity Ref	Activity title	Activity type
SOLS22	Cocoa market study	Carry-over
SOLS23	Support development of cocoa traceability and certification systems that add market value	New
SOLS24	Support for value adding activities to assist with marketing	New
SOLS25	Development of training capacity to meet fishing industry needs	New
SOLS26	Timber grading systems	New
SOLS27	Timber traceability systems	New
SOLS28	Industry body development	New

With reference to the country strategy, the following activities were implemented in 2013/14, and are planned for 2014/15 by Industry sector:

Cocoa

Background: Cocoa is one of Solomon Islands’ most important agricultural value chains, with 4,500–6,500 metric tonnes (high of 6,500 in 2011) worth SBD81–120 million (high of SBD120 million in 2011, AUD18 million) in annual exports. It is also one of the largest with production predominantly smallholder based involving approximately 20–25,000 households, and forms an important element in rural livelihoods.

A cocoa IWG was established by PHAMA in 2013 as a subcommittee of and reporting to the National Cocoa Steering Committee (which is Solomon Islands Government Cabinet endorsed). In 2013 the Cocoa IWG developed a comprehensive and costed plan for the first two years of Phase 2. This included the following priority activity areas:

- Ongoing support for operation of the IWG.
- Development of cocoa quality testing standards (following on from previous work completed under Stage 1).
- Support for development of processing quality guidelines and improved industry awareness.
- Support for strengthening of quality assurance systems.
- Support for development of traceability and certification systems that add market value.
- Support for improved industry focus on access to higher value markets.
- Support for value-adding activities to assist with marketing.

This plan was subsequently endorsed by the Solomon Islands MAWG and cocoa industry activities approved as follows:

Carry-over Activities

SOLS06: Development of national quality standards for the production and testing of cocoa to meet international market requirements (stage 2)

Objective: To develop quality standards for the processing and testing of cocoa in Solomon Islands to meet international market requirements, and to develop capacity for implementation of these standards

Progress-to-date: The scope of this activity was reduced to focus on support for developing testing capacity for cocoa quality. An STA was engaged to conduct training on quality testing methodologies, develop laboratory management systems, and consult on appropriate equipment needs. In consultation with the Commodities Export Marketing Authority (CEMA) plans for refurbishment and fit out of an appropriate laboratory space in the CEMA building were finalised, and tendered. Arrangements for procurement by PHAMA of appropriate laboratory equipment and consumables to equip the lab were completed. Implementation was delayed while CEMA secured adequate funding support from Solomon Islands Government to carry out the refurbishment and fit out. This funding was secured in April 2014 via lobbying through the Cocoa IWG and the refurbishment works have been completed in May. It is expected that the laboratory will be set up by end of June 2014.

2014–15 work program: Following on from 2013/14 inputs, additional training and systems development are required in order to ensure the quality testing facility in CEMA becomes fully functional. This will include the need to support further training exchanges with Cocoa Coconut Institute Limited (CCIL) in Papua New Guinea to complete the process of developing a twinning relationship between these CCIL and CEMA on quality testing.

SOLS20: Strengthening of cocoa quality assurance systems (stage 2)

Objective: To assess the adequacy of current cocoa quality assurance systems and their resourcing, and to recommend appropriate capacity building and other activities to strengthen these systems.

Progress-to-date: An STA team (international and local STA) was engaged in May 2014 to conduct an initial assessment of the regulatory systems for cocoa in regard to their efficacy, appropriateness and resourcing. The findings of the activity will inform decision making by CEMA, the Ministry of Agriculture, Ministry of Commerce and Industry, and the Cocoa IWG as to appropriate activities to undertake to strengthen those systems and the resourcing required to establish and maintain them, and potential sources for that funding support. It is expected that this will result in a Stage 2 and provision has been made for a carry-over activity for 2014/15.

2014–15 work program: To assess the adequacy of current cocoa quality assurance systems and their resourcing, and to recommend appropriate capacity building and other activities to strengthen these systems. Based upon findings of Stage 1 2013/14 inputs (report currently in draft) it is expected that a series of capacity building activities will be required to strengthen quality assurance systems. These may include legislative review, systems development, and training inputs.

SOLS21: Cocoa quality manual (stage 2)

Objective: To develop a set of awareness materials on cocoa quality for use by government extension services and industry to improve cocoa quality for export amongst growers and processors.

Progress-to-date: An STA team (international and local STA) was engaged in May 2014 to review, in consultation with the Cocoa IWG and other stakeholders, current extension materials, determine appropriate content and type of extension materials required, and to develop these new materials. Materials are in draft and printing arrangements are being finalised for printing in June 2014. It is expected that this will result in a Stage 2 and provision has been made for a carry-over activity for 2014/15.

2014–15 work program: To develop a set of awareness materials on cocoa quality for use by government extension services and industry. Carrying on from 2013/14 inputs of additional support will be required for additional printing and support for delivery of awareness materials. Based upon findings of 2013/14 inputs (report currently in draft) there may be opportunity to support development of additional audio-visual or other materials to compliment the delivery of the extension messages on quality to grower groups.

SOLS22: Cocoa market study (stage 2)

Objective: To determine the international market opportunities for Solomon Islands cocoa, and to recommend appropriate activities to assist the Solomon Islands cocoa industry in meeting market needs and in realising any opportunities for improved export returns.

Progress-to-date: An STA team (international and local STA) was engaged in May 2014 to (i) Provide guidance to cocoa industry, CEMA and Ministry of Agriculture and Livestock on market opportunities for Solomon Islands cocoa; (ii) Provide guidance to cocoa industry, CEMA and Ministry of Agriculture and Livestock on relevant market requirements in regard to quality and other potential product specifications that may improve export returns; (iii) Provide guidance to cocoa industry on potential improvements in contract terms for existing markets; and (iv) Determine appropriate activities to assist Solomon Islands cocoa in meeting market needs and/or realising opportunities for improved export returns. The findings of the activity will inform decision making by CEMA, the Ministry of Agriculture, Ministry of Commerce and Industry, and the Cocoa IWG as to appropriate activities to undertake to progress any market opportunities identified. It is expected that this will result in a Stage 2 and provision has been made for a carry-over activity for 2014/15.

2014–15 work program: Based upon findings of 2013/14 inputs (report currently in draft) it is expected that support for follow up activities will be required in 2014/15. This may include support for stakeholder visits to target markets for discussions with existing or new customers, and testing of samples to determine flavour or other market characteristics.

New Activities

SOLS23: Development of traceability and certification systems that add market value to cocoa exports.

Objective: To develop and implement appropriate traceability and certification systems that will add market value for Solomon Islands cocoa.

2014–15 work program: Content of this activity will be determined by the findings of SOLS22 (report in draft) as to market need for such systems. Activity likely to be multi-staged with potential support required for (i) Detailed scoping of product traceability and certification systems available and recommendations on cost options for implementation (ii) Development of guidelines and other tools required to facilitate implementation and adoption of the

appropriate traceability and/or certification systems and, (iii) Establishment of appropriate certification provider agreements and assistance with implementation.

SOLS24: Support for product development and value adding activities in cocoa

Objective: To support product development activities to assist industry with marketing and in determining and developing value adding opportunities for cocoa in Solomon Islands.

2014–15 work program: Content of this activity will be determined by the findings of SOLS22 (report in draft) as to market opportunities and needs. Activity likely to be multi-staged with potential support required for (i) Support in preparing and sending trade samples of beans, chocolate, cocoa mass, cocoa liquor to prospective buyers, or for specialist testing (e.g. fine flavour profiles), (ii) Conducting technical and economic feasibility work on product development opportunities, and (iii) Support for product development and value adding trials.

Fisheries

Background: Fish exports represent an important export industry for Solomon Islands, the total catch of tuna in the Solomon Islands exclusive economic zone exceeds 135,000 tonnes annually, 30,000 tonnes of which is processed locally. The bulk of the catch is processed in other countries, mostly Thailand but also Mauritius, Philippines for whole frozen fish and Spain and Italy for cooked loins. Most Solomon Islands exports originate from two large-scale facilities, Soltuna and National Fisheries Development, based at Noro in Western Province of Solomon Islands. Total fish exports from Solomon Islands accounted for USD313 million in 2012. Over 50% of these exports were destined for the EU canning market either directly from Solomon Islands processors or via the processing countries mentioned above. The value to the Solomon Islands economy of the Solomon Islands based processed exports to EU is estimated at AUD45 million.

In 2012 a Fish IWG was established by PHAMA following identification under SOLS11 of significant compliance issues with the inspection and testing systems for health certification for exports to the EU. This IWG has played an important role through 2013/14 in guiding the structure of actions required by PHAMA in capacity development inputs to address the critical market access issues. The group has also proven pivotal in securing collaboration with Forum Fisheries Agency (FFA) on capacity building, and in seeking commitment from Industry and Solomon Islands government on policy and budget issues.

A comprehensive and costed plan for work in the fisheries sector during the first 2 years of Phase 2 was developed by the Fisheries IWG, including the following:

- Ongoing support for the operation of the IWG.
- Additional capacity building for the CA.
- Specialised training for CA staff.
- Finalisation of sustainable funding arrangements for CA operations.
- Support for development of training capacity to meet industry needs.
- Support for an independent audit of CA compliance.
- Support for development of the National Public Health Laboratory (NPHL) testing capacity.

- HACCP training.
- Support for development and implementation of systems relating to Illegal, Unregulated and Unreported fishing (IUU) requirements.

This plan was subsequently endorsed by the Solomon Islands MAWG and fishing industry activities approved as follows:

Carry over activities

SOLS11: Improved fish inspection capacity to support processed fish exports

Objective: To provide an improved base of personnel with appropriate skills as fish inspectors within the CA, in order to support food safety inspection programmes for value-added fish exports.

Progress-to-date: Under Phase 1 and during 2013/14 a series of inputs to support CA capacity development were completed by SIS Ltd. In 2013 it was agreed with FFA via the Fish IWG that FFA would take over funding of the capacity building inputs planned by the Fish IWG and approved under the 2013/14 ASP. Based on the priority setting of the Fish IWG industry plan, and with Solomon Islands MAWG approval, the funding allocation of AUD50,000 for SOLS11 was reallocated to implement a new activity in 2013/14 on HACCP quality assurance training (see SOLS16: HACCP Training) to improve fishing and agribusiness industries food safety capacity.

Under SOLS11, considerable strengthening of Solomon Islands' market access position has been achieved through resolution of critical technical issues/gaps. This work has included introduction of a new national control system, and technical capacity development of staff. It is considered by the Fish IWG that this work has successfully resolved the critical compliance issues with the health CA identified in 2012 in regard to EU market access. This is a very positive outcome, effectively protecting AUD45 million dollars of income for the Solomon Islands economy.

2014–15 work program: To provide an improved base of personnel with appropriate skills as fish inspectors within the CA, in order to support food safety inspection programmes for value-added fish exports. It is expected that FFA will continue to provide funding for final capacity building inputs required in 2014/15 with the CA in health certification. In order to benchmark the success of the capacity building undertaken under SOLS11 funding from PHAMA will be utilised to support an independent audit of the health CA to assess their compliance with EU standards. The findings of this audit will inform PHAMA and other development partners such as FFA and SPC as to any additional focused capacity building required.

SOLS12: Improved testing capacity to support processed fish exports (stage 3)

Objective: To develop improved testing services for value-added fish exports.

Progress-to-date: In 2012 an initial assessment of capacity building needs for the NPHL was conducted in Stage 1 in this activity. The recommended actions were considered at the time by Fish IWG, Solomon Islands MAWG and PHAMA to be too broad and costly to implement in 2013/14. In 2013/14 PHAMA re-scoped a Stage 2 for this activity focused only on capacity building in microbiology for water and product testing to support the fishing industry. This work will be completed by June 2014.

2014–15 work program: To develop improved testing services for value-added fish exports. Content of this activity will be determined by the findings of the 2013/14 Stage 2. Potential support will be required for (i) Additional training of staff (ii) Assistance with implementation of quality management systems (iii) Procurement of limited equipment (iv) TA for supporting development of fee for service structure. PHAMA have agreed collaboration with the Food and Agriculture Organization of the United Nations (FAO) on additional capacity building support, with the expectation that FAO will fund the majority of future inputs to support the long-term process of NPHL achieving ISO17025 accreditation in microbiology.

SOLS16: HACCP Training (stage 2)

Objective: To assist selected export facilities develop HACCP plans and to become HACCP certified. To establish HACCP training capacity within Solomon Islands. To strengthen auditing capacity within agricultural and fishing export industries.

Progress-to-date: AsureQuality was subcontracted in May 2014 to (i) Provide HACCP training for nominated personnel from selected export businesses (ii) Assist these businesses to develop HACCP Plans (iii) Provide HACCP train-the-trainer training for nominated personnel from selected export businesses and regulatory agencies (iv) Provide internal audit training for quality assurance systems for nominated personnel from selected export businesses and regulatory agencies, and (v) Provide training on British Retail Consortium standards and internal audit requirements. This work will be completed by June 2014. A Stage 2 is planned for 2014/15 to complete preparation of participating companies and conduct HACCP accreditation audits.

2014–15 work program: To assist selected export facilities develop HACCP plans and to become HACCP certified. To established HACCP training capacity within Solomon Islands. To strengthen auditing capacity within agricultural and fishing export industries. AsureQuality has been subcontracted for Stage 2 of this activity to (i) Provide remote support for participant businesses from Stage 1 to complete their HACCP plans (ii) Provide preparatory support to same business prior to accreditation audit (iii) Conduct HACCP accreditation audit.

SOLS17: Development and strengthening of IUU fish catch certification systems to maintain EU market access (stage 2).

Objective: To develop and strengthen Solomon Islands capacity to comply with IUU Catch Certification Scheme (CCS) requirements in order to maintain EU market Access.

Progress-to-date: An EU audit of Solomon Islands Ministry of Fisheries CA for IUU in February 2014 identified significant non-compliances in Solomon Islands catch certification systems and issued a 3-month deadline to Solomon Islands government for improvement to be demonstrated or risk loss of market access. Any such loss of market access would have significant economic and social adverse impacts in Solomon Islands. Immediate action was required to strengthen Solomon Islands IUU position. A collaborative capacity effort was planned via the Fish IWG between Solomon Islands Ministry of Fisheries and Marine Resources, Mekem Strong Solomon Islands Fisheries (a New Zealand funded fisheries support programme), the FFA, and PHAMA. PHAMA inputs were scoped to support training and mentoring on IUU procedures and their implementation.

An STA was engaged in May to conduct systems development, training delivery on required procedures, and an assessment of CA resourcing needs. This work will be completed by June

2014. A Stage 2 is planned for 2014/15 to complete system implementation and mentoring of CA staff.

2014–15 work program: To develop and strengthen Solomon Islands capacity to comply with IUU CCS requirements in order to maintain EU market Access. Content of this activity will be determined by the findings of the 2013/14 Stage 1. Potential support will be required for (i) Additional training and mentoring IUU CA staff (ii) Assistance with implementation of IUU catch certification systems (iii) Development of IT systems to support catch certification and information sharing between regulatory agencies (iv) TA for supporting development of budget and resource bids.

New Activities

SOLS25: Development of training capacity to meet fishing industry needs.

Objective: To develop appropriate training capacity within Solomon Islands to support ongoing training needs for the fishing export industry

Background: In order to comply with overseas customer and regulatory requirements the fishing and fish processing industry have an ongoing need to ensure that staff involved in quality assurance, post-harvest handling and fish processing are adequately trained in food safety standards.

2014–15 work program: Activity will assist the Solomon Islands School of Maritime Studies in scoping and development of appropriate training curricula to meet export fishing industry standards. There will be opportunity to collaborate with SPC and FFA in curricula development. Potential for support of training exchanges with the National Fisheries College in Kavieng, Papua New Guinea.

Timber

Background: Forest product exports are the largest export industry by value from the Solomon Islands with approximately AUD200–250 million in annual trade. Most exports are in log form, with only limited exports of sawn timber (approximately AUD12 million in annual trade). Current levels of logging are widely recognised as being unsustainable, and revenues from log exports are predicted to decline sharply over coming years. Solomon Islands Government policy is to diversify and increase the level of value-added processing of timber for export.

In May 2013 a Forestry IWG was established to act as focal point for consideration of the market access issues on legality and broader industry issues such as quality. A comprehensive and costed plan for work in this sector during the first two years of Phase 2 including the following:

- Ongoing support for the operation of the IWG;
- Assisting with finalisation of the legality assurance guidelines as recognised Country Specific Guidelines through bilateral processes with Australia, and with their rollout with industry;
- Support for strengthening verification systems for timber legality assurance;
- Support for development of timber traceability systems;

- Support for development of timber quality/grading systems;
- Support for certification systems that add market value; and
- Support to help industry access higher value markets for timber products.

This plan was subsequently endorsed by the Solomon Islands MAWG and timber industry activities approved as follows:

Carry over activities

SOLS10: Development of 'sustainable forestry' certification and verification for exports of value-added forest products (Stage 4)

Objective: To strengthen Solomon Islands' ability to meet and maintain legality assurance requirements for identified markets.

Progress-to-date: An STA was mobilised in September 2013 to (i) Provide technical assistance to support the IWG in further development of timber legality assurance systems in Solomon Islands (ii) Assist Ministry of Forests and Research (MOFR) with the distribution and implementation of the guidelines (iii) Support MOFR in exchanges with the DA to complete the bilateral processes to develop Country Specific Guidelines (iv) Assist MOFR and Industry in determining appropriate strengthening measures to improve verifications systems that underpin licensing and permitting systems for export (v) Assist MOFR in determining resourcing requirements, and identifying appropriate government budget and other funding sources, to ensure appropriate verification activities can be sustained; including examination of licencing revenue structure and potential improved cost recovery mechanisms and to provide support for strengthening verification systems for timber legality assurance.

In May 2014, DA endorsed acceptance of the Country Specific Guidelines developed under SOLS10. This successful outcome ensures market access for Solomon Islands timber is maintained when Australia implements its Illegal Logging Prohibition Regulations in November 2014. Solomon Islands is the first country trading with Australia to have a Country Specific Guidelines agreed and it was noted by DA that they would use the guidelines developed by PHAMA in Solomon Islands as a template for Country Specific Guidelines negotiations with their other trading partners. Printing, distribution and awareness activities on the Country Specific Guidelines were conducted with Solomon Islands exporters and Australian importers in June. Under SOLS18 the potential to leverage Solomon Islands timber exports based on the Country Specific Guidelines approval was examined with timber importers in Australia and other markets such as New Zealand (report is in draft).

SOLS10 has resulted in maintaining market access for Solomon Islands sawn timber to important export market of Australia through effectively addressing the market access requirements relating to legality assurance. This work will help support the timber value adding industry and may assist in securing additional customers and markets based on the increased assurance the Australian approval brings regarding timber legality assurance for Solomon Islands timber exports

2014–15 work program: Additional inputs are required to ensure the verification systems implemented under Stage 3 are operating well, and that the budget bid documentation developed for the MOFR remain relevant and are submitted for the Solomon Island government 2015 budget cycle.

SOLS18: Timber market study (stage 2).

Objective: Provide guidance on market opportunities for Solomon Islands sawn timber and timber products exports

Progress-to-date: A team of STA was engaged in May to conduct a market survey of Australia, New Zealand and other markets to (i) Provide guidance on market opportunities for Solomon Islands sawn timber and timber products exports (ii) Provide guidance to Solomon Islands timber industry and MOFR on relevant market requirements in regard to quality and product specifications, and (iii) Determine appropriate activities to assist Solomon Islands timber industry in meeting market needs and/or realising opportunities for improved export returns. This work was completed in June. The Pacific Agribusiness Research for Development Initiative (PARDI) is operating a project in Solomon Islands to assist teak plantation growers to better understand how best to manage and utilise their resource, including potential for marketing plantation thinning's and final harvest logs. Development and implementation of the market survey was done in collaboration with PARDI. Report is in draft. It is expected that this will inform a Stage 2 of specific activities to further qualify or address market opportunities identified. Provision has been made for a carry-over activity for 2014/15. Findings will also inform new activities on timber grading and traceability.

2014–15 work program: Provide guidance on market opportunities for Solomon Islands sawn timber and timber products exports. Based upon findings of 2013/14 inputs (report currently in draft) it is expected that support for follow up activities will be required in 2014/15. This may include support for stakeholder visits to target markets for discussions with existing or new customers, and support for product development trials or other work to realise any new market or product opportunities identified.

New Activities

SOLS26: Timber grading systems

Objective: Enhance market access by increasing industry capacity to deliver more consistent timber products.

Background: Final content of this activity will be informed by findings of SOLS18 Stage 1 (report in draft).

2014–15 work program: It is envisaged that support will be required to review, revise and update existing sets of industry guidelines on timber grading. Conduct industry workshop/s or on-site grading sessions, as appropriate. Scope the development of industry metrics and reporting arrangements to assess improved performance on grading for timber exports. Finalise, print and distribute updated timber grading guidelines. Support training and monitoring to ensure ongoing implementation of the grading system

SOLS27: Timber traceability systems

Objective: Enhance market access by strengthening traceability systems for timber along supply chains.

Background: Final need and content of this activity will be informed by findings of SOLS18 Stage 1 (report in draft).

2014–15 work program: This activity will build upon the verification systems developed under SOLS10 (stage 3) and will support the objectives of SOLS26. It is envisaged that support will be required for scoping and development of a cost effective system of identification to enable tracing of timber from the source through to sawmill delivery (e.g. log marking with corresponding felling/milling licence). Scoping of systems that may be used by sawmilling enterprises to trace timber through processing to loading for export. Development of guidelines and other tools required to facilitate the adoption of systems. Support training, awareness and monitoring activities to ensure ongoing implementation of the grading system.

Coconut products

Background: The coconut industry is Solomon Islands largest agricultural value chain with 40,000 plus households involved. Coconut is exported as copra, mature nuts, oil and meal. Copra production is a key source of rural income and employment. Solomon Islands is the second largest exporter of copra in the world averaging 25,000–30,000 tonnes export annually, with a trade value at a high in 2011 of SBD232 million, declining in 2012 to SBD119 million (AUD18 million).

A key feature of work in 2013/14 was supporting the existing Coconut Secretariat as the IWG vehicle for the industry. It has an established mandate for implementation of the Coconut Sector Strategy. PHAMA has worked with the group to improve its functionality; revising its Terms of Reference and membership to include more private sector engagement, providing coordination and support for regular meetings, facilitating planning of potential activities on market access with reference to the sector strategy.

The Coconut Secretariat developed a comprehensive and costed plan for the first two years of Phase 2 including the following:

- Ongoing support for operation of the IWG.
- Support for development of quality testing capacity for coconut products.
- Support for the development of audit and verification systems for copra processing mills already accredited to export to Australia in 2011 (under SOLS05).
- Support for strengthening quality assurance systems that add market value (e.g. HACCP).
- Support for development of traceability and certification systems that add market value.

This plan was subsequently endorsed by the Solomon Islands MAWG and coconut industry activities approved as follows:

Carryover activities

SOLS15: Coconut and copra meal export standards development.

Objective: To improve quality assurance systems to support improved market access for value-added coconut products.

Progress-to-date: Development of the Coconut IWG has proceeded well during 2013/14 with significant strengthening of relationships and coordination between private and public

partners. Support was also provided to hold a broader industry stakeholder workshop to revalidate the IWG membership and mandate.

Under SOLS06 product quality testing capacity for coconut oil and copra was included in the establishment of the quality laboratory in the CEMA. This lab is expected to be operational by end of June. Further training and equipment inputs will be provided in 2014/15.

In September 2013 under an STA was engaged (utilising REG06 funding) to train Solomon Islands Quarantine staff in audit and verification procedures and Australian import standards for stockfeeds (copra/palm kernel meals); and develop a documented system for monitoring and reporting on the compliance of export mills. This built upon the work conducted under SOLS05 in 2011 that supported accreditation of enable 3 processing mills (2 copra and 1 palm oil processor) to secure export accreditation to Australia. As a result all processors were successfully reaccredited in 2013 following the required 2-yearly accreditation visit by Australia

2014–15 work program: Additional support is required to embed outcomes of the training on verification and audit of the copra/palm mills. This will involve providing support for bilateral discussions with DA on reducing the frequency of in-country inspection visits; and verification of the outcomes from 2013/14 implementation with Solomon Islands Quarantine of documented system for monitoring and reporting on the compliance of export mills. This work will be undertaken by STA, again in conjunction with inputs provided under Activity REGIONAL06.

Horticulture

The production of fruits and vegetables for subsistence and as cash crops for domestic market sale forms an important part of rural livelihoods for the 87% of Solomon Islands population who live outside of urban centres. Despite this relative wealth of production no significant horticultural exports currently occur. In Phase 1 the SOLS11 feasibility study of exports to Australia (as Solomon Islands' nearest high value market for perishable products) confirmed the limited opportunities for establishing horticultural exports. That study did highlight an opportunity for fresh chilli exports to Australia.

In May 2014 a Horticultural IWG was established to assist in progressing identification of horticultural exports, and to begin with chilli as a focal point.

Carryover activities

SOLS19: New market access submission for chilli exports to Australia

Objective: To develop a technical market access submission to support a new market access request for chilli to Australia

Progress-to-date: In May an STA was mobilised to conduct (i) An outline of chilli production.(ii) Compile information/data on pests and diseases.(iii) Conduct training and mentoring of SIAQS staff on market access processes.(iv) Compile information available on potential export pathways for frozen chilli (v) Advise exporter and SIAQS on any potential R&D trials. This work was completed in June (report in draft). Field work and potential for surveys and trials were partly disrupted by the aftermath of the flooding events in Solomon Islands in April.

2014–15 work program: It is expected that additional work will be required under SOLS19 as a carryover activity in 2014–15. Support will be required for STA inputs for further technical work on the submission, survey and trial work on the potential export pathways.

Industry Working Group Development

The establishment and support for development of industry groups for fish, timber, cocoa, coconut products and most recently horticulture, has been a key feature in 2013/14. These groups have provided clear strategic guidance to the Solomon Islands MAWG and PHAMA on the validity and priority of work relevant to market access in their sectors. They have also already proven successful as fora for influencing policy and mobilising resources outside of PHAMA.

To achieve this broader development of the IWGs will require technical resourcing that is currently beyond the scope of the Solomon Islands in-country support arrangements of LTA and NMAC. Also in 2013/14 resourcing of the IWG support was included in funding streams for activities relating to the relevant industry. Given the need for focused development on the IWGs and their broader role with a view to long term sustainability, it is considered appropriate to establish a new activity in 2014/15 dedicated for IWG support and development.

Content of this activity will be further informed by the findings of the MAWG/IWG sustainability consultancy conducted in June 2014 (report in draft) utilising locally contracted TA. This will include a detailed roadmap for sustainability for both the MAWG and IWGs.

New Activity

SOLS28: Industry Body Development

Objective: To develop sustainable industry bodies or groups able to act as effective representative forums for progressing market access and export development issues.

2014–15 work program: This activity will principally involve the establishment and resourcing of a dedicated *Export Industry Development Officer* position in the Solomon Islands Chamber of Commerce and Industry office in Honiara. This position will, in association with the Solomon Islands NMAC, provide secretariat support to the 5 IWGs, and coordination of their meetings and planning. The role will specifically assist the IWGs in progressing development of their long-term institutional arrangements, including potential legal mandates and constitutional make up as appropriate. It will also work with each IWG to broaden the scope and basis of its planning and engagement for resource mobilisation for export development work beyond the scope of PHAMA in supply side, production and marketing areas.

3.5 Tonga

3.5.1 Key points from 2013/14

- Gaining of improved market access for taro to Australia and trial shipments;
- Progress towards HACCP accreditation for several commercial premises exporting horticultural commodities;
- Successful improvements to high temperature forced air (HTFA) facility and accreditation by NZMPI;

- Launch and commercial use of new packaging for horticultural commodities;
- Strong growth in export volumes of water melons to New Zealand;
- Progress of bilateral negotiations with NZMPI on new and improved market access issues;
- Establishment of a new Export Pathway Manager position within the Ministry of Agriculture, Food, Forests and Fisheries (MAFFF); and
- Progress on the design and development of infrastructure and equipment for the export of horticultural and other commodities.

Six country specific activities are expected to progress in Tonga during 2014/15, with another major infrastructure focussed activity identified pending availability of additional funding and further scoping. Four of these activities are carried over from 2013/14 and of these, three have received additional funding through the contribution agreed by MFAT in late 2013/14. Two of the carry over activities are infrastructure focussed with one scheduled to be completed early in 2014/15 and the other (much larger) relying on additional funding being sourced before progressing past the design stage.

Following on from a small activity in 2013/14, a flexible activity to cover existing and emerging priorities has been included. After successfully trialling this approach in 2013/14, the scale of the activity has been increased to allow the MAWG to have greater flexibility to consider priorities on a rolling basis depending on progress made and identification of issues. This activity is intended to directly complement the support being provided for the newly created Export Pathway Manager position within MAFFF as the new appointee seeks to progress the varied technical issues they will be responsible for managing.

3.5.2 Activities

Activity Ref	Activity title	Activity type
TONGA15	Upgrading of MAFFF's Nuku'alofa export facility	Carry-over
TONGA16	Upgrading of Fua'amotu airport HTFA export facility	Carry-over
TONGA17	Establishment of an export processing facility in Eastern Tongatapu	Carry-over
TONGA18	Ongoing and new market access submissions to New Zealand, Australia, Fiji and Samoa	Carry-over
TONGA19	Support for Export pathway manager	New
TONGA20	New and improved market access related work	New
TBD	Establishment of Western District (Tongatapu) export processing facility	

Carry-over Activities

TONGA15: Upgrading of MAFFF's Nuku'alofa export facility

Objective: To alleviate current capacity constraints of MAFFF's Nuku'alofa export facility.

Progress-to-date: An Expression of Interest (EOI) was completed in 2013/14 for the design and project management of the required infrastructure improvements to MAFFF's Nuku'alofa export processing facility. The EOI process for the construction will be finalised in late 2013/14 with the construction itself expected to be completed into 2014/15. The purchase and

installation of the required equipment will occur in 2014/15 which will then complete this activity.

2014–15 work program:

- Completion of construction phase.
- Confirmation of requirements, sourcing and installation of required equipment.
- Handover to MAFFF.

The activity will continue to be substantially managed by the Tonga NMAC with assistance from local STA (as required) and oversight from the PMO.

TONGA16: Upgrading of Fua'amotu Airport HTFA export facility

Objective: To upgrade the HTFA facility at Fua'amotu Airport.

Progress-to-date: Project based support was agreed between PHAMA and Tonga Export Quality Management Ltd (TEQM) (the public enterprise who own and operate the facility) during 2013/14 and a project oversight committee established. Within the available (underfunded) resources, adequate progress was made including the successful accreditation of the facility by NZMPI. A new Chief Executive and Operations Manager for TEQM both commenced in 2014 and structured business and operational planning is well underway. Additional funding was confirmed from MFAT in late 2013/14 which met the underfunding that had occurred in 2013/14. This activity will hence carry-over into 2014/15 to allow for continued progress on the priorities identified to manage the risks of operational failure. The specific priority tasks will be documented and planned through the ongoing business and operational planning by TEQM. Any further support to the HTFA facility would be considered by the Tonga MAWG through the rolling allocation of funds under the new activity TONGA20.

2014–15 work program:

TEQM has identified a range of activities to manage the risk of operational failure:

- Weatherproof and upgrade the building to provide greater protection and security to machinery and quarantine conditions.
- Establish regular maintenance, repair, cleaning and hygiene schedules to both building and machinery.
- Establish a transitional pack house adjacent to the HTFA facility to make it easier for growers to pack and grade their produce destined for HTFA treatment.
- Implement proper business systems, policies, standard operating procedures to ensure TEQM fulfils its requirements as a public enterprise.
- Promote the HTFA facility and assist with pipeline production to ensure produce is available for treatment.

TONGA17: Establishment of an export processing facility in Eastern Tongatapu

Objective: To establish a purpose-built export processing facility in Eastern Tongatapu.

Progress-to-date: Following the progress on other activities during 2013/14, the Tonga MAWG considers this to be the highest priority activity to complete. Funding through the

PHAMA program was not available during 2013/14 to significantly progress the design stage but limited additional funding became available which allowed a consultation process to begin on the ownership model for the proposed facility. It is expected that the consultations will continue into 2014/15 and also include consideration of the management model and financing plan. As included in ASP 2013/14, development of the proposed facility (beyond detailed design) should not proceed until such time as an appropriate ownership model has been developed and agreed, and a clear financing plan is in place. Due to the scale (estimated AUD520,000) and nature (relative to the current scope of the PHAMA program) of the proposed facility it will be necessary to identify co-funding, including from government, private sector and/or other donors (parallel to, and/or within, the PHAMA program).

The establishment of an equivalent export processing facility in the Western district of Tongatapu is notionally included as a potential activity subject to progress on TONGA17 and availability of co-funding.

2014–15 work program:

- Continue and finalise facilitated consultations on ownership model.
- Undertake facilitated consultations on management model and financing plan.
- Appoint an Activity Oversight Sub-committee (tentatively including: Tonga MAWG, MAFFF, Ministry of Commerce Industry and Labour, at least one industry representative).
- Scope design/functional requirements and engage (through EOI) suitable architectural/ engineering expertise to prepare detailed plans and costing.

Progress past the design stage is to be determined based on future identification of the required funding. The activity will continue to be substantially managed by the Tonga NMAC, with support from local STA (as required) and oversight from the PMO and the Activity Subcommittee.

TONGA18: Ongoing and new market access submissions to New Zealand, Australia, Fiji and Samoa

Objective: To progress ongoing and new market access requests to New Zealand, Australia, Fiji and Samoa.

Progress-to-date: A range of ongoing and new market access issues were identified in 2013/14 but due to funding limitations were not all able to be progressed. Additional funding was confirmed by MFAT in late 2013/14 which met the identified underfunding, so the activity will carry-over into 2014/15 to allow for completion of identified tasks. The work identified to date will be progressed in early 2014/15 with continuation or new issues to be addressed under TONGA20.

2014–15 work program:

- Desk audits and recommendations on the fruit fly host status of zucchinis, chillies and watermelons produced in Tonga and potential management measures for export pathways.
- Concept paper on protective production as an alternative to HTFA focussed on tomatoes, chillies and capsicums.

The above activities would continue to be managed by PHAMA NMAC in close coordination with MAFFF with inputs from STA and oversight from PMO.

New Activities

TONGA19: Support for Export Pathway Manager (MAFFF)

Objective: To support the operations of the Export Pathway Manager (MAFFF).

Background: The position description and responsibilities for a new MAFFF position of Export Pathway Manager were jointly developed between PHAMA and MAFFF in 2013/14 and an ongoing position established within MAFFF. In-principle agreement was reached between PHAMA and MAFFF in 2013/14 to provide operational support for the newly created position (activity TONGA14) role for two years from commencement. The support was expected to include a top-up for salary, a vehicle, phone and laptop, and support towards office and operational costs. The vehicle and phone were purchased in 2013/14 in anticipation of the appointment of the successful candidate. Finalisation of the recruitment and development of forward work plan is pending and expected to be finalised in late 2013/14 or early 2014/15.

2014–15 work program:

Finalise agreement on support to be provided and the ongoing involvement of MAWG members and NMAC in the work planning for the role.

TONGA20: New and improved market access priorities

Objective: To identify and progress new and improved market access priorities.

Background: Following on from activity TONGA18, this is a flexible activity with multiple inputs based on priorities identified by the government (including NPPO) and industry on a rolling basis and agreed by the MAWG. Prioritisation and decisions on allocations will be done through the quarterly MAWG meetings with additional out-of-session discussions as required.

2014–15 work program:

Initial focus expected to be consideration of new access requirements for zucchini to New Zealand, improvement to the existing market for watermelons (fumigation treatment schedule) and support for technical issues identified by the newly established Export Pathway Manager. Further support for the operations and improvement to the HTFA facility may be considered depending on progress made through activity TONGA16.

3.6 Vanuatu

3.6.1 Key points from 2013/14

- Establishment of 3 IWGs has significantly improved engagement with PHAMA delivery model across key export industries;
- Successful HACCP accreditation of 3 businesses and completion of HACCP Train-the-Trainer course to build industry and government capacity;
- Successful strengthening of country capacity for bee health surveillance systems to support development of market access bids;

- Implementation of REG05 Handicrafts activity with local stakeholders and cruise ship operators to support growing handicraft industry;
- Development and publication of kava quality field guide and associated awareness extension materials; and
- Development of market access submission for beef to Korea.

3.6.2 Country Strategy

Strategy for PHAMA delivery in Vanuatu in 2014/15:

Primary product exports currently represent a significant earner for the Vanuatu economy after the tourism and service sectors. The main exports are mainly of coconut products (oil, copra and meals), kava, beef, and cocoa. Although the domestic agricultural sector is strong, export of agricultural and horticultural products outside of the main commodities is relatively limited although spices, coffee and some semi processed products are exported.

There will be an increased focus on strengthening or improving market access for the established main commodity export industries of kava, beef, coconut products, cocoa and potentially fish. To facilitate this further secretariat/coordination support will be provided to the IWGs to overcome the lack of robust industry organisations, weak PPP in coordination/planning and lack of clear actionable sectoral policies.

The Program will seek to capitalise upon the large growth in tourism with its potential positive impact on “suitcase” and personal consignment exports of handicrafts and value added products through the regional handicrafts activity. There will also be continued facilitation of bilateral quarantine and trade-related dialogue with New Caledonia, Solomon Islands, and Fiji via support for bilateral quarantine processes.

3.6.3 Activities

Activity Ref	Activity title	Activity type
VAN03	Upgrading of diagnostic services to support the export of value-added products	Carry-over
VAN04	Development of HACCP plans for key export industries	Carry-over
VAN09	Development of a kava quality manual	Carry-over
VAN10	Bee health survey	Carry-over
VAN11	Review of veterinary capacity and systems supporting market access for beef	Carry-over
VAN13	New market access for beef products to the Republic of South Korea	Carry-over
VAN15	Support development of recognised quality standards for export and improved quality assurance systems	Carry-over
VAN17	Cocoa quality standards	New
VAN18	Industry body development	New

Carry-over Activities

VAN03: Upgrading of diagnostic services to support the export of value-added products

Objective: To provide improved diagnostic services for value-added export products by developing in-country testing capacity (where cost effective), coupled with outsource arrangements to meet more complex testing requirements.

Progress-to-date: An initial assessment (VAN01 – TR 08) in 2011 of the diagnostic requirements industries for export industries recommended a detailed examination of options and costs in establishing appropriate diagnostic laboratory facilities. A study was commissioned (VAN03 Stage 1 – TR 32) to detail requirements and cost estimates to establish a standalone diagnostic facility to international accredited standards. This work was conducted in June 2011 by AsureQuality. Cost of establishing the recommended facility was estimated at approximately AUD1 million, which exceeds PHAMA's ability to fund. A technical working group was established to secure government commitment to such a facility, investigate management for its operation, and canvas other development partners to gauge funding interest. In late 2013 a Council of Ministers paper approving the facility was issued by Vanuatu Government. However no funding commitment has been made by Vanuatu Government to construct the facility.

The lack of a development partner to construct the facility has limited the options for PHAMA to implement further work under VAN03 in 2013/14. This potential limitation was recognised in the activity approval under the 2013/14 ASP. An ASP allocation of AUD60,000 was made to potentially support training, equipment and potential collaborative activities that may have added value to the design or procurement processes of Vanuatu Government or any development partner willing to undertake construction. To date no funding for construction has been secured. Current indications are that Japan's International Cooperation Agency may now be interested in partnering with Vanuatu Government to construct a facility. There is also potential for collaborative funding under the Enhanced Integrated Framework project. However construction of any facility is not confirmed or likely to start for at least another 2 years. Against this context in May 2014 the Vanuatu MAWG agreed to alter the scope of VAN03 stage 2 and to reallocate the majority (AUD50,000) of VAN03 ASP funds to other activities achievable in the 2013/14 financial year.

The objective of the re-scoped Stage 2 is to better inform what options for improving diagnostic facilities are available and achievable within Phase 2. Focusing on determining what product and water testing capacity improvements can be supported immediately by PHAMA, with subsequent staged approach to progressing towards accreditation as may be appropriate.

2014–15 work program: NMAC and LTA will continue to support the established technical working group to progress consultative and Government decision-making processes to progress final development options for the proposed standalone facility. Where appropriate, LTA, NMAC and the Vanuatu MAWG will facilitate discussions with appropriate development partners potentially able to fund establishment of the facility.

VAN04: Development of HACCP Plans for key export industries

Objective: To assist appropriate export facilities to develop HACCP plans and to become HACCP certified.

Progress-to-date: AsureQuality New Zealand was contracted in December 2012 to undertake Stage 1 of initial HACCP training and preparation of HACCP plans for six selected businesses. Further support was provided in March and June 2013 to help these businesses finalise their HACCP plans before conducting final accreditation audits. Non-compliances were identified for all businesses audited. During the remainder of 2013 AsureQuality continued to communicate with the businesses on their rectification processes with the final result of 3 businesses being successfully accredited as HACCP certified. Of the remaining 3 businesses; 1 was forced to withdraw due to health issues of owner/management, and the remaining 2 were unable to resolve outstanding technical issues.

Stage 1 findings recommended a Stage 2 to establish local capacity to meet ongoing HACCP training requirements. As noted in the 2013/14 ASP no funds were available for this work. However in June 2014 AsureQuality was mobilised (using funding reallocated from VAN03) to conduct a HACCP Train-the-Trainer course to establish appropriate HACCP training capacity.

2014–15 work program: STA assistance will be provided to resolve any outstanding issues to complete accreditation for remaining 2 participating businesses yet to be HACCP certified from Stage 1. Any further support for additional accreditation processes for other businesses will be dependent upon industry demand. At this stage it is not considered feasible to develop HACCP audit capacity. NMAC and LTA will liaise with Stage 1 participating businesses and AsureQuality to monitor progress with ongoing accreditation.

VAN09: Development of a kava quality manual

Objective: To assist kava industry representatives to develop a kava export production field guide, with emphasis on aspects of production, processing and handling that are necessary to obtain good quality export product.

Progress-to-date: An STA was engaged in 2012 to undertake field investigations and develop a manual in consultation with government and industry stakeholders. Printing of an A4 version of the manual and an initial print run of awareness posters was completed in June 2013. The Vanuatu MAWG requested support in 2013/14 ASP for the development of additional awareness materials to be derived from the manual and follow-on extension activities. This work was completed by LTA with an initial print run expected in June 2014 of a simplified A5 sized field manual in Bislama focused on key quality messages, and a significant further print run of the awareness posters.

Under this activity a Kava IWG was established in September 2013, to provide a focal point for technical discussions and ongoing assessment of industry needs. This group has proven successful as a vehicle for broadening and deepening PHAMA engagement with industry, enabled development of an industry-specific work plan for kava market access issues, and validation and prioritisation of kava activities for consideration by the Vanuatu MAWG.

2014–15 work program: Potential further support includes:

- Ongoing technical support for the kava IWG by LTA and NMAC, and STA as necessary.

- Support appropriate activities with stakeholders to assist with distribution and rollout of awareness materials.

VAN10: Bee health survey

Objective: To conduct a survey of bee hives in Vanuatu to determine the health status of the industry with respect to export production, with particular emphasis on exotic pests and diseases.

Progress-to-date: AsureQuality New Zealand was contracted to undertake a field survey and associated training in November 2012 (TR 34). No new diseases/pests of trade significance were identified. Recommendations in TR 34 for follow-up activities were agreed in the ASP 2013/14 as follow-on VAN10 activities to continue support for development of honey exports. AsureQuality was mobilised in May 2014 to carry out this Stage 2 work to establish hive surveillance and testing systems and collate a market access submission for identified target markets of New Zealand and New Caledonia. Report for this work is in draft. Outcomes of this work should enable progression of market access negotiations with New Zealand and New Caledonia.

2014–15 work program: Potential activities to progress market access negotiations include:

- Support Biosecurity Vanuatu and stakeholders to establish a cost-effective residue sampling and testing program relevant to market access needs.
- STA support to support market access processes and negotiations.
- Support to implement control measures to limit the spread of Asian honey bee and a suppression program within infested areas, as a Biosecurity Vanuatu and industry initiative.

VAN11: Review of veterinary capacity and systems supporting market access for beef

Objective: To assess the current status and capacity of the veterinary services, animal health surveillance, and meat inspection systems supporting access to export markets for Vanuatu beef.

Progress-to-date: Initial technical discussions were held in September 2012 with Biosecurity Vanuatu. It was agreed that implementation should be delayed, pending the appointment of two new veterinary staff by Vanuatu Government. These appointments were finalised late in 2013. LTA conducted Stage 1 assessments during March, May and June 2014. A technical report is expected to be completed in June in draft. Final findings of that report will inform specific activities for implementation in Stage 2 of the activity.

2014–15 work program: The IWG and MAWG have prioritised support in 2014–15 under this activity for following specific activities:

- Ongoing technical support for operation of the IWG. The LTA and NMAC will provide technical and secretariat support for regular meeting of this group, provision of meeting facilities, and reporting.
- Animal health surveillance; potentially STA support for revision of surveillance systems, support for disease survey work, training on surveillance systems and data collection/interpretation, support for further paravet training of field officers.

- Information management; potentially STA support for collating historical disease data and its data-basing, revision of data-basing tools, training on usage and reporting, possible IT equipment support.
- Diagnostic capacity; potentially support for refurbishment and equipping of departmental lab for basic animal disease screening and sample preparation, support to re-establish diagnostic submission pathways to overseas labs, disease recognition and diagnostic training.
- Legislation; potentially STA support for review/revision of animal health, quarantine and meat inspection legislation to update to meet current standards.

VAN13: New market access for beef products to the Republic of South Korea

Objective: To review prior work undertaken to gain access for Vanuatu beef and beef products to South Korea, with a view to renewing market access requests for beef bones and tendons.

Progress-to-date: Initial discussions with stakeholders were completed and prior submissions reviewed in 2012. LTA has worked with Biosecurity Vanuatu to clarify requirements of Korean quarantine authorities and complete technical development work, including examining cost-effective testing options in consultation with industry. A preliminary submission was made to Korea in July 2013 to clarify their willingness to accept a limited scope residue-sampling program. Korea indicated in February 2014 their process of assessment is continuing however no firm timeframes for completion have been given. LTA continues to provide technical support as required to Biosecurity Vanuatu in these ongoing bilateral discussions.

2014–15 work program: LTA will continue to provide technical assistance as required to:

- Assist Biosecurity Vanuatu in market access negotiations with Korea. It is considered that, due to similar market requirements, this work will help inform existing market access submission processes Biosecurity Vanuatu have undertaken for Hong Kong and China, which are stalled on similar issues relating to residue sampling requirements.
- Informed by market access feedback from Korea and with input from IWG, develop a specific costed residue sampling and testing program for implementation by Biosecurity Vanuatu and stakeholders (including consideration of potential cost recovery mechanisms).
- Assist Biosecurity Vanuatu in implementation of veterinary drug and pesticide legislative controls for imports, licensing, sale and usage. Implementation of this work is reliant on Biosecurity Vanuatu cooperation and willingness to progress stakeholder consultations.

VAN15: Development of recognised quality standards and improved quality assurance systems for kava exports

Objective: Develop a Vanuatu national export standard for kava products, and associated quality assurance tools, to strengthen Vanuatu's market access position and inform development of a regional kava standard.

Progress-to-date: It has proven difficult to obtain agreement from industry and government partners on the final scope of this work. Industry in particular has had differing opinions on the appropriate technical objectives. It was determined that further information was required to

determine an appropriate structure for the testing and research aspects of the activity. As a result a re-scoping of the intended focus on testing was agreed with the Kava IWG and amended tasking for STA to undertake (i) Develop a technical standard for export of kava (ii) Determine the potential for development of quality assurance tools/tests to assist in implementation of the standard (iii) Determine the need for additional testing and research to support further development of kava quality standards and quality assurance tools (iv) Review and collate existing data on varieties, toxicity and other relevant information in preparation for development of technical submissions by Vanuatu on a kava regional standard by Codex, and (v) With reference to current research on the active agents in kava determine any potential product development opportunities and define R&D pathways. STA was mobilised in June 2014 to conduct this work. A report is in draft. The findings will inform IWG and MAWG decision making on specific activities for implementation in Stage 2 of the activity.

2014–15 work program: Potential areas for support include:

- In consultation with kava IWG, Biosecurity Vanuatu and stakeholders LTA finalise implementation of the national kava standard for export (kava chips/powder for beverage use).
- Support for kava variety testing, profiling and research as necessary to inform any aspects of further development of the standard.
- Support R&D of appropriate quality assurance tools or mechanisms (such as quality tests and testing protocols) to assist in implementation of improved quality assurance for kava exports.
- Support preparation of technical submissions for recognition of a kava regional standard by Codex.
- Support for preparation of Vanuatu delegation position and provision of technical/negotiation support at Codex meeting on kava standards.

New Activities

VAN17: Cocoa quality standards

Objective: To develop quality standards and guidelines for the processing to meet international market requirements, and testing capacity to support implementation of these standards.

Background: Vanuatu produces approximately 1200 metric tonnes of cocoa, predominantly for export with a small amount being utilised for local value adding. Industry feedback is that quality is a limiting factor in terms of improving export returns, particularly in supply of higher end niche markets.

A cocoa IWG was established by PHAMA in 2014 and developed a draft 2-year industry development plan.

2014–15 work plan: The IWG and MAWG have prioritised support in 2014–15 under this activity for following specific activities:

- STA support for development of cocoa quality testing standards.

- Support for development of processing quality guidelines and associated awareness activities.
- Supply of cocoa testing equipment and training.

There is opportunity to learn from implementation of cocoa activities implemented in Solomon Islands on quality (SOLS06, SOLS20, SOLS21, and SOLS22) including the sharing and adaptation of quality standards and extension materials.

VAN18: Industry Body Development

Objective: To develop sustainable industry bodies or groups able to act as effective representative forums for progressing market access and export development issues.

Background: The establishment and support for development of industry groups for kava, beef and most recently cocoa, has been a key feature in 2013/14. These groups have provided clear strategic guidance to the Vanuatu MAWG and PHAMA on the validity and priority of work relevant to market access in their sectors. They have also already proven successful as fora for influencing policy and mobilising resources outside of PHAMA.

To achieve this broader development of the IWGs will require technical resourcing that is currently beyond the scope of the in-country arrangements of the NMAC with LTA visits. Also in 2013/14 resourcing of the IWG support (travel, venue costs) was included in funding streams for activities relating to the relevant industry. Given the need for focused development on the IWGs and their broader role with a view to long term sustainability, it is now considered appropriate to establish a new activity in 2014/15 dedicated for IWG support and development.

2014–15 work program: This activity will principally involve the establishment and resourcing of a dedicated *Export Industry Development Officer* position in the Vanuatu Chamber of Commerce and Industry office in Port Vila. This position will, in association with the Vanuatu NMAC, provide secretariat support to the 3 current IWGs, and coordination of their meetings and planning. It will also work on development of other IWGs as may be appropriate.

3.7 Regional

3.7.1 Strategy

Regional activities, as the name suggests, are based on themes that are broader than the individual interests of each country. A key focus of the regional activities is to provide fora to bring together the PHAMA countries (and regional neighbours) for informed discussion and resolution of market access issues within the region.

Bilateral market access discussions between regional countries, whether due to resourcing or other constraints, were rarely pursued or held before the PHAMA program began. Through a planned approach to mentoring PHAMA countries in the conduct of bilateral discussions, and facilitating bilateral discussions between regional countries, PHAMA countries have now been empowered to seek and participate in bilateral discussions. Bilateral discussions are now held regularly, both on a formal basis or informally in the margins of other fora.

Given the support and interest of all PHAMA countries in continuing to hold bilateral market access discussions with regional counterparts this activity will continue to be supported and funded on a regional basis rather than as individual country activities.

A much broader setting than bilateral market access discussions, the Heads of Quarantine (HoQ) group provides a regional forum for PHAMA countries to come together, negotiate and streamline regional market access protocols and other regional issues. HoQ meetings have also provided a suitable venue for individual countries to hold bilateral market access discussions in the margins of the meetings.

The usefulness of the HoQ meetings has been acknowledged by the group, however, there is also recognition that the introduction of new issues to the table has slowed considerably and there are significant commonalities between the HoQ and Pacific Plant Protection Organisation (PPPO) meeting. The HoQ group will continue to be supported as a regional activity during the 2014–15 year while deliberations are made on the future positioning of the forum.

Another key focus of PHAMA’s regional activity strategy is to seek to increase and standardise skills across the PHAMA countries in the areas of export treatments and certification. PHAMA has played an active role in addressing skills shortages in PHAMA countries in the application of methyl bromide fumigation treatments. Initially, PHAMA coordinated the delivery of Australian Fumigation and Accreditation Scheme (AFAS) training for staff from the five PHAMA countries. The training was delivered by Canberra-based AFAS staff. Following the training of “Master Trainers” in Fiji by the AFAS staff, PHAMA took on the role of coordinating and overseeing AFAS training delivery among the PHAMA countries. PHAMA has also developed and delivered audit and verification training to complement the AFAS fumigation training. Delivery of audit and verification training, and follow up practical training, is ongoing.

3.7.2 Activities

Activity Ref	Activity title	Activity status
REG03	Initiation of a regional strategy for managing quarantine and market access issues	Carry-over
REG04	Support for bilateral market access negotiations with key trading partners	Carry-over
REG05	Review of quarantine issues surrounding trade in handicraft products	Carry-over
REG06	Export treatment and certification	Carry-over
REG07	Export development grants	Carry-over

Carry-over Activities

REGIONAL03: Initiation of a regional strategy for managing quarantine and market access issues

Objective: To develop a Regional HoQ Group to facilitate regional market access by providing technical advice on new and existing regional market access protocols.

Progress-to-date: An inaugural meeting of the HoQ from PHAMA countries was convened in Nadi in November 2011. Terms of Reference were finalised and a preliminary work plan established in December 2011. A Coordinator for the group was appointed in May 2012.

A second meeting of the group was held in Nadi on 17–18 October 2012, which included industry representatives as well as Quarantine Heads. The meeting discussed a wide range of regional market access issues. The meeting resulted in positive outcomes on several bilateral

trade issues and generated strong interest at a bilateral level in examining new trade opportunities.

A third meeting was held in Nadi on 15–16 May 2013, with NMACs and MAWG Chairs from all PHAMA countries also attending to learn, observe and interact with government and private industry representatives. The meeting resulted in agreement on actions for progressing harmonisation of several issues of regional concern, including the implementation of a Sea Container Hygiene Scheme and the need for streamlining of import conditions for commonly traded products such as handicrafts and kava.

The fourth meeting, held in Nadi on 20–21 November 2013, included NMACs, MAWG Chairs and industry representatives. Members recognised the need to pursue coordinated regional improvement to shipping container hygiene, and further considered draft harmonised import conditions for woven goods, tapa and powdered kava. Members also recognised the need to incorporate PPPO strategic goals into national work plans, and acknowledged the value of holding bilateral discussions in conjunction with the HoQ meeting.

Commonalities have evolved between the HoQ and PPPO forum, and accordingly, it would now be practical and cost-effective to hold these two fora together wherever possible.

2014–15 work program: One HoQ meeting involving the five primary PHAMA countries is planned for early in 2014–15. The meeting is scheduled for late July/early August 2014 to leverage from the PPPO Exco meeting scheduled for Suva. The meeting will include the HoQ from each of the five countries, MAWG Chairs, 2–3 industry representatives, NMACs and other core PHAMA staff.

A second HoQ meeting for 2014–15 will be considered should additional funding be made available to PHAMA and the five primary PHAMA countries consider an additional meeting to be needed.

REGIONAL04: Support for bilateral market access negotiations with key trading partners

Objective: To support bilateral market access discussions between PHAMA countries and nominated trading partners, including funding for travel, technical support and training.

Progress-to-date: The program supported bilateral discussions between Australia and Fiji in November 2011. A major gain from the discussions was a reduction in Australia's fresh-fruit sampling regime for papaya exports, and agreement on allowing loose consignments of papaya in aircraft, resulting in significant cost-savings for Fijian exporters.

Bilateral and regional discussions were subsequently conducted in the margins of the PPPO meeting in Nadi in June 2012, involving various combinations of Fiji, Tonga, Samoa, Vanuatu and Papua New Guinea. These discussions were continued on the margins of the HoQ meeting held in Nadi in mid-October 2012. An STA was mobilised in September (prior to the October meetings) to help Fiji, Samoa and Tonga prepare for the discussions. A range of concrete trade outcomes were agreed, including new market access for Tongan watermelon and squash to Fiji, which was finalised in December 2012, and improved access conditions for Tongan watermelon into Samoa, still being finalised with PHAMA support.

Mechanisms for information sharing were established with the Melanesian Spearhead Group Secretariat in May/June 2013, and agreement reached on collaboration to establish a bilateral quarantine agreement (BQA) between Solomon Islands and Vanuatu.

An STA was again mobilised in June 2013 to facilitate a bilateral workshop between Solomon Islands and Vanuatu, held in Honiara in June 2013, including providing information and training on negotiation skills and preparation. The major outcome of the meeting was a draft BQA and an agreed action plan for its completion. Building on the outcomes of the Vanuatu/Solomon Islands workshop, STA then carried out a scoping visit to Vanuatu to help define objectives and an approach for future bilateral discussions with New Caledonia.

In general, the support provided to date has been invaluable in terms of strengthening existing intra-regional trade as well as facilitating development of new market access. An additional benefit has been development of improved collaboration between PHAMA country quarantine and trade agencies.

2014–15 work program: Further bilateral discussions are scheduled for 2014–15 between Fiji and Australia; Fiji and Papua New Guinea; Vanuatu and New Caledonia and Vanuatu and the Solomon Islands. The focus of the meetings will continue to be centred on resolution of operational trade issues, discussions on opening new markets, and further building cooperation between the respective Quarantine authorities. In general, meetings will involve 1–2 days of technical discussions, and 1–2 days of field trips. PHAMA will provide assistance with the preparation of agendas and briefing papers, coaching on how to conduct negotiations, and logistical support. The majority of PHAMA support will be provided through the LTAs, with support from STA as required.

REGIONAL05: Review of quarantine issues surrounding trade in handicraft products

Objective: To increase sales of local handicrafts to tourists by reducing buyer uncertainty concerning potential quarantine issues.

Progress-to-date: Components of this activity are the development of guidelines for manufacturers; provision of improved information for tourists on the quarantine status of various products; and development of improved guidelines and extension materials for importing country quarantine officers. Preliminary consultations with the Australian Quarantine Inspection Service were completed in September 2011. Based on these discussions, coupled with additional information on the impending involvement of other projects in facilitating handicrafts trade in some countries (e.g. the DFAT-funded Market Development Facility (MDF) project in Fiji, and the New Zealand Aid Programme (NZAP)-funded Handicrafts and Cultural Tourism Support Programme in Tonga), the scope of the activity was refined to take a more targeted country-by-country approach, commencing in Tonga.

Discussions to develop a coordinated approach have since been held with DA, NZMPI and other key stakeholders, including SPC, NZAP and MDF. Interception data on handicrafts has been obtained from DA and NZMPI for analysis of key quarantine items. A professional photographer was engaged in December 2012 to develop an image library of Tonga handicrafts with a quarantine perspective. An STA was mobilised to supervise the photography work and engage with the Tonga Handicrafts and Cultural Tourism Support Programme to define a collaborative approach with NZAP and SPC. The quarantine status, for Australia and New Zealand, of items used in the manufacture of the handicrafts, has been completed for Tonga.

Meetings and ongoing dialogue with the major south-west Pacific cruise line operator (Carnival Australia) have been underway since January 2013. Outcomes of this dialogue included agreement by Carnival to install quarantine awareness display cabinets on selected cruise vessels and a willingness to incorporate quarantine awareness messages into on-board video and electronic signage. As a result, in March 2014 quarantine awareness display cabinets were installed on three Carnival cruise liners that frequent the Pacific Island tourism route. Additionally, and at the request of Carnival, a list of Quarantine Frequently Asked Questions and answers had been compiled to help cruise vessel staff respond to passenger queries.

An STA was mobilised in April 2014 to scope the breadth of handicrafts in Vanuatu, determine the most appropriate means of providing awareness to tourists, and consult with interested parties on the scope of this PHAMA activity. The NMAC engaged and supervised a professional photographer to commence developing an image library of Vanuatu handicrafts that may be of quarantine concern to Australia and New Zealand. At the time of ASP development it is expected that the STA will again visit Vanuatu in June to provide feedback to handicraft manufacturers and vendors on the components of Vanuatu handicrafts that are likely to be of quarantine concern to Australia and New Zealand, progress development of the image library and finalise the design of passenger awareness material. It is expected that the passenger awareness material will be designed and printed in Suva, while any props (e.g. portable sandwich boards) will be constructed in Vanuatu.

2014–15 work program:

Initially, the analysis and development of awareness material for Vanuatu handicraft items will be progressed and completed. If additional funding is made available to PHAMA the same process will then be conducted for the Solomon Islands, Fiji and Samoa. Once completed, and based on a request from Australia and New Zealand quarantine authorities, a collection of handicraft images and the quarantine status of these items will be prepared as a regional catalogue, rather than on a country-by-country basis. It should be noted that it is not intended to capture all handicraft items, but rather to capture and describe items that are manufactured and traded widely within the region, along with items that are unique to a particular country. Where images and/or quarantine information already exists, this will be used.

REGIONAL06: Export treatment and certification

Objective: To support implementation of AFAS in PHAMA countries.

Progress-to-date:

- AFAS staff visited Fiji in February 2012 to review Fiji fumigation facilities and further discuss the scope of implementing AFAS in PHAMA countries.
- Fumigation training for government and private sector staff and operators from Fiji and Tonga was conducted in Fiji in May 2012. A follow-on visit was made to Tonga to review facilities and provide additional on-the-job training.
- Higher level 'train-the-trainers' training was conducted for six previously trained Fiji-based fumigation service providers in July 2012. This group of Master Trainers then trained, under supervision, an additional 12 fumigation service providers from Fiji. An additional two courses have subsequently been run by the Master Trainers for Fiji fumigators, entirely organised and financed by the Government of Fiji.

- STA conducted a pre-training scoping visit to Samoa, Vanuatu and Solomon Islands in September 2012, to determine in-country equipment and training needs.
- Audit training was provided for the Fiji Master Trainers group in November 2012.
- Basic fumigation training was conducted in November 2012 by the Master Trainers group for 25 fumigation providers from Vanuatu, Solomon Islands and Samoa.
- STA developed a draft fumigation operational procedure and training package in the use of personal protective equipment (PPE) for Solomon Islands in early 2013.
- A pilot auditor course aimed at skilling SIAQS staff to audit and review accredited fumigation providers was delivered in March 2013.
- Fumigation training was conducted by the Fiji Master Trainers for Solomon Islands quarantine staff and private fumigation operators in May 2013. Stakeholder consultation on the newly developed operational procedures and standards was also completed at this time.
- Specialist fumigation equipment and PPE was provided to all PHAMA countries during the first half of 2013.
- Audit and verification training was conducted by STA in the Solomon Islands in September 2013, using copra mills for the practical exercises in the training.
- STA delivered audit and verification training to BAF and key MoA staff in December 2013. This training (targeted towards Methyl Bromide treatment pathways) was coordinated with, and complimented, audit and verification training conducted under FIJ13 that targeted the HTFA treatment pathway.
- AFAS training was conducted by the Fiji Master Trainers, with STA oversight, in Vanuatu in May 2014.

Initial training activities were delivered or supervised by AFAS staff, with PHAMA support. For more recent training activities, PHAMA STA has been utilised, providing a more direct mechanism for roll-out of the regional model that involves using the core group of qualified Fiji Master Trainers, certifiers and auditors for fumigation certification and audit services in other PICTs, reducing reliance on direct DA/AFAS involvement.

Mutual recognition of AFAS by Australia and New Zealand has been agreed.

2014–15 work program: Additional fumigation training and audit and verification training for the 2014–15 year is planned as follows:

Basic fumigation skills training will be provided for Samoan treatment providers. This will be conducted in Samoa, using the Fijian Master Trainers, with STA oversight. Following on from this, audit and verification training for Quarantine personnel from Samoa, Tonga and Vanuatu will be provided by STA in each country. Subject to the availability of additional funding, all personnel from each PHAMA country that have completed the audit and verification training under this activity will be provided with further practical audit and verification experience through participation in mock/real audits.

REGIONAL07: Export development grants

Objective: To provide a mechanism for exporters to access small grants to address specific issues that constrain development of export markets.

Progress-to-date: EDGs provide a means for exporters or other entities to access small amounts of funding to assist them to address market access related issues. While applications for EDGs that are relevant to market access activities already being supported by PHAMA in a particular country are given preferential treatment at assessment, these grants are also available for other market access related activities. Examples of activities or functions that would be eligible for EDG include market research, product development, participation at trade fairs and conducting trial shipments. A total of nine EDG applications have been approved to date for 2013–14 with 2–3 being finalised for approval.

2014–15 work program: Applications for EDGs will be assessed and prioritised as received. NMACs will continue to actively canvas and encourage industry contacts to identify market access issues which could be addressed through the support given by EDGs. A standard guideline and application form will continue to be used with country-specific modifications made as relevant.

New Activities

No new regional activities are planned for the 2014–15 year.

3.8 Management

In late 2013 three activities were established under a newly created “management” category (MANAGEMENT 1–3). The work being progressed under these three activities had been included in the 2013/14 ASP but not specifically allocated an activity code nor all of the discrete tasks captured together. The nature of the work (see below) varies from that captured in the market access activities (e.g. SAMOA15, REG06) so they are currently not included in the numerical count of activities.

MANAGEMENT01: Development of MERI Framework

Objective: Development of an approved revised MERI framework (see section 8).

Progress-to-date: The revised MERI framework was developed during 2013/14 and accepted by DFAT in May 2014.

2014–15 work program: Further input by STA and PMO is expected as part of ongoing discussions towards acceptance of the MERI framework by MFAT as part of reaching agreement on future co-funding.

MANAGEMENT02: Communications

Objective: Implementation of Communications and Media Strategy (CMS) (see section 6).

MANAGEMENT03: MAWG sustainability

Objective: Support for investigation and implementation of roadmaps for development of sustainable MAWG arrangements.

MANAGEMENT04: Working Group operations and support

Objective: Operational support for the MAWG and IWGs.

Progress-to-date: Operational support has been provided to the working groups in each country since the beginning of the PHAMA program but not specifically captured in an activity.

2014–15 work program: The support intended through this activity is continuation of the regular meetings and associated logistical arrangements with revision to occur based on the needs identified through activity MANAGEMENT03 MAWG Sustainability.

MANAGEMENT05: Implementation of MERI Framework

Objective: Implementation of the MERI framework (see section 8).

MANAGEMENT06: Technical Director

Objective: Oversight and guidance of the technical content and coherence of the program.

Progress-to-date: Newly established role in the program.

2014–15 work program: Regular inputs across the year, especially during the planning and review stages and other critical times as needed for the MAWGs and PMO.

3.9 Linkages with other programs

Cooperation with other Programs and institutions is a key focus for the Program. Most recently, a letter of agreement between PHAMA and PT&I is nearing finalisation and recognises the intended more structured collaboration going forward to strengthen the coordination of work on joint areas of interest and make effective use of available resources and expertise.

Where there are other projects and programs working within the agricultural and production sectors with technical market access issues, PHAMA is well positioned to help address these issues. This has resulted in a significant degree of practical collaboration and further opportunities will be explored during the 2014–15 ASP. Examples include:

- The Solomon Islands Cocoa IWG, will work with partners such as the Rural Development Programme, PARDI, Australian Centre for International Agricultural Research (ACIAR) and the Solomon Islands Government (via CEMA and the Ministry of Agriculture and Livestock) on cocoa value chain development work.
- Support for improving the taro export pathways from Fiji and Samoa to New Zealand and Australia (several activities), which is being carried out in close coordination with various ACIAR-funded activities.
- This Solomon Islands Fish IWG has played an important role through 2013/14 in securing collaboration with FFA on capacity building, and in seeking commitment from Industry and Solomon Islands government on policy and budget issues.
- Assessment of infrastructure requirements for processing and packaging of horticultural commodities for export (TONGA08) and assessment of the export potential of selected products to New Zealand (TONGA09). Both of these studies were conducted with direct and formal engagement of a major New Zealand fruit and vegetable import company

(Fresh Direct Ltd) to help build commercial linkages, as well as with the PT&I Office in Auckland.

- Improvement in diagnostic capacity in Vanuatu (VAN03), which is being coordinated with related activities under the EU-funded Primary Sector Growth Support Programme, and a NZAP-funded subregional program for Improved Pest and Disease Diagnostic Capacity being implemented by NZMPI.
- Development of sustainable forestry certification in Solomon Islands (SOLS10), is being implemented in close association with the Solomon Islands MOFR and the DA to complete the bilateral processes to develop Country Specific Guidelines
- Review of quarantine issues surrounding trade in handicraft products (REGIONAL05), is being implemented with direct involvement of the major cruise ship operator Carnival Cruises.
- Assistance to selected businesses in Fiji to attain HACCP certification (FIJI16), which is being coordinated with similar efforts supported by various other projects, including the DFAT-funded MDF and two EU-funded projects (IACT and the Sugar Cane Diversification Project).
- Collaboration with the DFAT funded Solomon Islands Quarantine capacity building Program delivered by DA on the development of Solomon Islands market access submission for fresh chilli into Australia.
- Collaboration in Solomon Islands with FAO funding on capacity building in testing capacity to support the fish export industry.
- Collaboration in Solomon Islands with NZAP funded Mekem Strong Solomon Islands Fisheries and EU Funded DevFish programme on capacity building in IUU catch certification.

3.10 Export Development Grants

EDGs provide a means for exporters or other entities to access small amounts of funding to assist them to address market access related issues. While applications for EDGs that are relevant to existing market access activities already being supported by PHAMA in a particular country are given preferential treatment at assessment, these grants are also available for other market access related activities. Examples of activities or functions that would be eligible for EDG include market research, product development, participation at trade fairs and conducting trial shipments.

The independent review of phase 1 of the program acknowledged the value of the EDG mechanism and recommended that the scheme be expanded. This was acknowledged during planning for the current phase of the program but due to budget limitations it could not be implemented at the outset. Identified benefits of EDGs included:

- Being small, responsive and flexible compared to other grant mechanisms.
- Development of capacity and ownership through involvement of MAWGs in the management and monitoring of EDGs.
- Engages directly with private sector groups and individuals and facilitates new opportunities to be explored.

Feedback from program stakeholders (including MAWGs) on areas for improvement included: improving the awareness by potential applicants of the mechanism and its requirements; increasing the maximum funding; and removing the limitation of only one EDG per company per year.

The PHAMA contribution per EDG was previously capped at AUD5,000, with the recipient required to contribute a minimum 25% of the total cost. In early 2014 it was decided to increase the PHAMA contribution to a maximum of AUD15,000 per EDG, still with a required 25% minimum contribution by the recipient. The limit placed on the number of EDGs that a company can apply for each year has also been removed, with additional EDGs being approved purely on a merits basis. These changes were made to enhance the opportunity for future positive outcomes from the EDG mechanism and in anticipation of increased funding becoming available through the program.

The guidelines and application form for EDGs have been updated to reflect these changes (Appendix C).

Table 3-1 provides details of all new EDGs approved to date during 2013–14.

Table 3-1 New EDGs approved to date during 2013–14

Activity Ref	Activity title	Country
EDG14	Ethical audit of a coconut exporter's operations	Tonga
EDG15	Commercialising the frozen taro pathway	Samoa
EDG16	Market access and promotion of Samoan coconut cream in Australia and New Zealand	Samoa
EDG17	Assessment of new cocoa products from Solomon Islands	Solomon Islands
EDG18	Assessment of Fiji and New Zealand markets for Solomon Islands coffee bean exports	Solomon Islands
EDG19	Major upgrade to a spice company's website	Vanuatu
EDG20	Trial shipment of Tongan watermelons to Samoa	Tonga
EDG21	Exporting drinking coconuts to Australia	Solomon Islands
EDG22	Improving the quality of virgin coconut oil	Fiji

4 LRD MARKET ACCESS ACTIVITIES

The LRD of the SPC provides biosecurity and market access services to PICTs, partially through funding provided by the Australian Government under PHAMA. Within LRD, PHAMA funding supports 5 biosecurity and trade related positions, funding for regional meetings and provides a modest budget for specific market access related activities.

Phase 1 of the Program was completed in June 2013 and Phase 2 commenced in July 2013. At the commencement of Phase 2, LRD contracted Kalang Consultancy Services Pty Ltd (Kalang) to engage with the smaller PICTs governments and industries to identify and assess possible market access activities, and provide recommendations for the programme to address.

The Kalang report provides recommendations based on responses received following the distribution of a market access questionnaire to all PICTs, email correspondence with various stakeholders and in-person visits by the contractor to the Cook Islands, Guam, The Federated States of Micronesia (FSM) and the Republic of the Marshall Islands (RMI).

Whilst the full round of in-country consultations has not been completed yet, consultations with governments and industries have identified areas where investment in market access activities or further investigation of possibilities is justified, and in some cases urgently required.

A total of 14 market access related activities (12 of these are country specific, 2 are regional activities) have been identified. In addition 5 recommendations have been provided to SPC to improve the regional market access delivery model. Preliminary costings for delivery of the proposed activities and recommendations within the span of the 2014/15 ASP are estimated to be approximately AUD420,000.

The current total LRD budget for the 2014–15 ASP is AUD550,000. Approximate budget available for activity delivery is AUD120,000 with the remainder of the budget committed to staff costs, provision of regional biosecurity functions, the facilitation of regional meetings and operating costs. There is an approximate budget shortfall of AUD300,000 to implement the activities contained within the Kalang report.

Table 4-1 Summary of recommended activities

Activity code	Recommendation	Estimated cost AUD 2014/15
Cook Islands		
CI1.1: Noni certification	Assist with organic accreditation of noni juice industry for the Chinese market	54,950
CI1.2: Noni bottling	Assist with costs to develop and install bottling and labelling equipment for noni juice industry	40,000
CI1.3: Noni association	Assist with formation of national noni association	11,065
CI1.4: Noni industry support	Production manuals, field days and industry promotion	25,000
CI2.1: Market feasibility study	Market study for various commodities including papaya	23,440
CI3.1: Support for bilateral discussions	Support for bilateral discussions with New Zealand and French territories	34,950

Activity code	Recommendation	Estimated cost AUD 2014/15
CI3.2: x-ray machines	Purchase of x-ray machines and operator training for quarantine	Not funded
Cook Islands total funding	189,405	
<i>Federated States of Micronesia</i>		
FSM1.1: MA workshops	Conduct market access workshops and consultations on 4 main islands of FSM	23,846
<i>Guam</i>		
GM1.1: Farmers co-op	Facilitate the formation of Growers co-operative (currently underway but with difficulties)	14,950
GM2.1: Market feasibility study	Conduct market feasibility study of carry-on gifts of fruit for Japanese tourists	36,890
Guam total funding	51,840	
<i>Marshall Islands</i>		
MI1.1: Copra stocktake and audit	Conduct a stocktake of the Tobolar copra meal facility readiness for Australian audit and facilitate audit	50,260
MI1.2: Copra export strategy	Assist develop copra 5 year strategic plan for the copra industry	23,440
Marshall Islands total funding	73,700	
<i>Handicrafts regional project</i>		
Handi1.1: Stocktake	Assess handicraft types, materials used and potential regulatory issues for target markets	32,645
Handi1.2: markets	Develop marketing strategy using Guam as retail base aimed at tourist trade	32,645
Handicrafts total funding	65,290	
Total activity funding	404,081	

Table 4-2 SPC recommendations

Activity	Recommendation	Estimated cost AUD 2014/15
Appointment of market access adviser	This position is within original Program design and considered essential to LRD PHAMA Program delivery	Costs within current budget
Use of LRD Pohnpei officer	Increased use of the LRD officer based in Pohnpei (FSM) to coordinate market access issues	Costs to be managed in core SPC budget
Review of existing biosecurity services	Review of existing systems to incorporate new technologies and improve system delivery	25,224
PHAMA integration support	Provide administrative support to better integrate into the PHAMA delivery model	18,346
Ongoing mentoring and technical support	Provide ongoing mentoring and technical support	Integrated model to be negotiated between MC and LRD
Total cost SPC	43,570	

Activity	Recommendation	Estimated cost AUD 2014/15
Total cost all recommended activities	417,161	

4.1 Ongoing biosecurity related activities

As part of the 2014–2015 PHAMA ASP LRD will continue to provide services for SPC member countries in the areas of quarantine, biosecurity, monitoring and surveillance and incursion management. These services will include, but not be limited to:

Biosecurity and trade related services

- Continued support for WAHIS database training in collaboration with the LRD Animal Health and Production thematic team and the FAME Aquatic Animal Health team.
- The Pest List Database technician will continue to work with PICTs in updating their country Pest List Database and facilitate training on a needs basis.
- Continued maintenance of the Helpdesk operation for PICTs.
- Trades Statistics database technician will continue to work with countries and stakeholders to process raw trade data for uploading onto the FAO website.
- Continued partnership with the University of Guam to review of the Regional Biosecurity Plan for Micronesia and Hawaii and eventual implementation of the Plan. For the interim period, provide the regional coordination role for this Regional Biosecurity Plan.
- Continued co-funding of the annual biosecurity training in the Northern Pacific (Guam) with United States Department of Agriculture, APHIS.
- Continued support in Emergency Response Plan development and simulation exercises for selected PICTs.
- Continue advisory role for smaller PICTs concerning regional and international trade.
- Continue to provide technical assistance on pest surveillance in the PICTs.
- Provide technical assistance on delimiting surveys when a new pest/disease is identified.
- Continued assistance to PICTs in events such as the Pacific Festival of Arts and the South Pacific Games, in areas of biosecurity and in surveillance work.

International engagement

As part of the 2014–2015 PHAMA ASP, LRD will continue to engage in and facilitate meetings of PICT government authorities and international standard setting bodies. These will include:

- Hosting of the International Standards for Phytosanitary Measures (ISPM) regional consultative workshop in Suva in September 2014.
- Hosting of the PPPO Executive members meeting in September 2014 (to coincide with the regional ISPM meeting).
- Attendance at meetings such as the Commission on Phytosanitary Measures (CPM)-10 meetings in Rome in 2015, as Secretariat to the PPPO along with representatives from PICT member countries.

- Attendance at the Melanesian Spearhead Group customs and quarantine sub-committee to discuss regional trade issues with Melanesian Spearhead Group countries in 2015 (date to be determined).
- Attendance at the Asia Pacific Plant Protection Commission meeting in 2015 (date to be determined).

4.2 Country specific recommended activities

The Kalang report has identified a number of market access activities within smaller PICTs that could be implemented during the 2014–15 ASP. However, LRD budget limitations and Program delivery mechanisms will need to be resolved before this work can commence.

4.2.1 The Cook Islands

The noni juice industry

The noni juice industry should be supported and promoted as a model of export industry development for other agricultural producers. Reasons for this recommendation are as follows:

1. The industry has an existing export market to China and a potential United States customer, and demand for the juice is strong.
2. The juice is a processed product and value added in-country.
3. As a processed product quarantine issues are minimal, although batch analysis is required for food safety purposes (analysis currently conducted in New Zealand).
4. The product can be stored, bulk shipped and does not require cool chain transport;
5. Noni trees are hardy and abundant on outer islands and could provide these isolated communities also with a stable income source.
6. Total costs for possible activities are likely to be in excess of current SPC/PHAMA budget. There is an opportunity for co-investment between SPC PHAMA program and the MFAT Agribusiness initiative to support and further develop this viable export industry.

Market feasibility studies

Market feasibility studies for papaya exports (to New Zealand), vanilla, virgin coconut oil (to various markets), flower garlands (to New Zealand and Hawaii) and lady finger bananas (to New Zealand) to be conducted.

There has been considerable investment in the New Zealand papaya export pathway but industry and Government remain unsure of potential returns on this investment. It is recommended that a detailed analysis of costs of production (on farm costs including labour, processing, packaging etc.), HTFA (quarantine) treatment, freight and market price in New Zealand is conducted. This analysis will provide a clear indication of the profitability, or otherwise, of the export pathway. This will in turn assist with decision relating to further investment in the development of this pathway.

Vanilla, virgin coconut oil, flower garlands and lady finger bananas have been identified as potential exportable commodities. It is recommended that these commodities are included within the terms of reference for the papaya market access feasibility study before further investment decisions are made.

Food technology specialist

There is considerable interest by numerous local food processors in the ability to be able to consult with, or engage a food technology specialist, on occasions, to develop new products for the local and export markets. Consideration should be given to the engagement of a specialist on a retainer basis to assist with enquiries for the region.

Industry capacity building for exporters

Opportunities for potential or current exporters to attend the regional bi-annual trade facilitation forums held in Nadi, facilitated by the PHAMA Program, should be considered. One industry and one Government representative should be considered. Industry attendance should be rotated if more than 1 suitable industry candidate exists. The forum provides an opportunity to observe and engage in government-to-government processes related to regional trade and develop business opportunities with other exporters from the region.

Quarantine border

The Ministry does not have x-ray machines at the quarantine barrier to detect suspect items or fumigation facilities to treat imported commodities, if they are infested with exotic pests. The increasing number of visitors and volume of imported commodities presents a considerable biosecurity risk to the Cook Islands. Exotic pests have the potential to impact upon food security, the environment or market access and the only tool currently available to manage this increasing risk is voluntary compliance and quarantine inspection by a small team of inspectors. Investment in hardware and associated staff training is recommended, but only if Cooks Islands Government provides a commitment to a budget for ongoing operational and maintenance costs.

Bilateral technical discussions

The PHAMA Program can provide facilitation and capacity building to senior quarantine officials to initiate and engage in technical bilateral discussions with trading partners. Agenda development, briefing notes, delegation composition, industry consultation prior to discussions, technical support during discussions and funds to host or attend discussions can be provided. It is recommended that assistance is provided to the Cook Islands to actively engage NZMPI and the French Territories as there are significant and unresolved trade and biosecurity issues. The recent introduction (and subsequent eradication) of an exotic fruit fly species, suspected of being introduced in yacht cargo from French territories is a real and an expensive example of the need for improved dialogue between quarantine authorities in the region.

Activity code	Recommendation	Estimated cost AUD 2014/15
Cook Islands		
CI1.1: Noni certification	Assist with organic accreditation of noni juice industry for the Chinese market	54,950
CI1.2: Noni bottling	Assist with costs to develop and install bottling and labelling equipment for noni juice industry	40,000
CI1.3: Noni association	Assist with formation of national noni association	11,065

Activity code	Recommendation	Estimated cost AUD 2014/15
CI1.4: Noni industry support	Production manuals, field days and industry promotion	25,000
CI2.1: Market feasibility study	Market study for various commodities including papaya	23,440
CI3.1: Support for bilateral discussions	Support for bilateral discussions with New Zealand and French territories	34,950
CI3.2: x-ray machines	Purchase of x-ray machines and operator training for quarantine	Not funded
Cook Islands total funding	189,405	

4.2.2 Federated States of Micronesia

SPC/LRD northern regional coordinator

The SPC/LRD officer based in Pohnpei (FSM) to be increasingly tasked with the responsibility for facilitation and co-ordination of market access activities within the northern Pacific region in consultation with LRD and the PHAMA Program.

Broader market access consultations

The FSM Government has placed a high priority on the development of exports of agricultural products to increase earnings and improve the livelihoods of FSM citizens. A market access strategy document has been developed, Government has established a market access position within the Department of Resources and Development, with the initial task of establishing a market access network on the main islands. However, the strategy is relatively generic and a more detailed consideration of existing and potential new export opportunities is required. This task would require a suitably qualified technical expert.

PHAMA STA to return to FSM and in cooperation with SPC/LRD officer to conduct visits to the four main islands and conduct market access workshops with industry and government officials to identify the extent of existing exports and possible opportunities for the development of new export opportunities.

FSM1.1: MA workshops	Conduct market access workshops and consultations on 4 main islands of FSM	23,846
----------------------	--	---------------

4.2.3 Guam

There have been previous attempts to establish export trade in several commodities such as frozen and processed roots crops. Additional possibilities such as green coffee beans, tissue culture orchids (as carry on for tourists) and organic certification for the local markets are currently being explored by the Department of Agriculture and local businesses.

Guam Department of Agriculture officials mentioned a possible export opportunity concept that had been suggested previously to local producers but for various reasons had not been developed. This concept was the provision of gift-packaged fruits, such as melons, for departing Japanese tourists.

The giving of high quality fruit as gifts to friends and family is a strong Japanese custom, and this concept would appear to have some merit. However, Guam does have one species of fruit fly (Melon fly – *Bactrocera cucurbitae*) of economic concern and these products would have to undergo a suitable phytosanitary disinfection procedure to meet Japanese quarantine requirements.

Guam		
GM1.1: Farmers co-op	Facilitate the formation of Growers co-operative (currently underway but with difficulties)	14,950
GM2.1: Market feasibility study	Conduct market feasibility study of carry-on gifts of fruit for Japanese tourists	36,890
Guam total funding	51,840	

4.2.4 Republic of the Marshall Islands

The Marshall Islands are a network of coral atolls. Primary resources are coconuts and fish. There is also a very active network of traditional weavers making a wide variety of handicrafts including jewellery, baskets and mats of very good quality.

Copra meal and coconut oil are produced at the Tobolar copra facility on the main island of Majuro. It is a government owned facility and is in the process of a significant upgrade. The facility recently lost access for copra meal exports to Australia when Australian quarantine authorities introduced the mandatory requirement for an annual compliance audit. As part of the PHAMA Program LRD/SPC has been attempting to assist the Tobolar copra facility re-gain accreditation by Australian quarantine authorities, but progress has been slow. Copra meal is currently exported to New Zealand and Taiwan, but the Australian market prices on average, provide better returns for exported product. Re-gaining access to the Australian market is considered a priority by the RMI Government.

To achieve accreditation by Australian quarantine authorities, changes to the movement and handling of raw copra and processed copra meal need to be made within the facility, the need for repairs to buildings, and improvements to hygiene within the facility. Some of this work has been completed, and more is planned. An active management with the support of a technical specialist who understands Australian quarantine requirements is required if RMI is to regain Australian accreditation.

It should be noted that facility managers have sought and received agreement for the provision of a small Australian aid grant (through DFAT) to assist with costs to achieve facility compliance. However, these funds may not be available if action to use the grant is not taken quickly.

As part of a diversification strategy the RMI Government is constructing a coconut oil refinery, processing and bottling plant. It is intended that the facility will produce bottled and labelled coconut oil for cooking oil. Production will exceed domestic needs and an export strategy is under consideration.

There is a very active network of traditional weavers making a wide variety of handicrafts including jewellery, baskets and mats of very good quality. However, tourist numbers visiting the Marshall Islands are relatively small and markets for handicrafts are relatively limited.

Marshall Islands		
MI1.1: Copra stocktake and audit	Conduct a stocktake of the Tobolar copra meal facility readiness for Australian audit and facilitate audit	50,260
MI1.2: Copra export strategy	Assist develop copra 5 year strategic plan for the copra industry	23,440
Marshall Islands total funding	73,700	

4.3 Handicrafts a Regional Marketing Model

Traditional handicraft manufacturers continue to maintain production methods and develop culturally significant handicrafts of high quality within the region. However, in many areas tourist numbers are small and access to customers and markets is difficult for retailers. Guam is well situated as a regional commercial hub for the sales of regional handicrafts. Approximately 1.3 million tourists visit annually, the majority of these are Japanese tourists who value and respect genuine handicraft articles of cultural significance.

The following activities are recommended to assist countries that produce culturally significant traditional handicrafts within the northern Pacific region:

Handicrafts regional project		
Handi1.1: Stocktake	Assess handicraft types, materials used and potential regulatory issues for target markets	32,645
Handi1.2: markets	Develop marketing strategy using Guam as retail base aimed at tourist trade	32,645
Handicrafts total funding	65,290	

4.4 Recommendations for Improved Service Delivery of Biosecurity and Market Access Services by LRD

4.4.1 Movement towards facilitation and coordination role

In the past the Biosecurity and Trade Facilitation unit within LRD has sought to deliver services using existing staff and resources. There are also dedicated resources within the EU funded IACT Project to address similar biosecurity and quarantine capacity building activities. Generally, outputs have been delivered by permanent staff within these LRD Programs. However, as PICT requirements are better articulated and demands on LRD staff and resources increase, it is becoming increasingly difficult to deliver effective outcomes using this model.

The PHAMA program now has a selection of proven international expertise to deliver market access and biosecurity related activities, and this model has proven to be very effective and efficient within the five countries where the intensive PHAMA Program is being delivered. To better deliver market access outcomes, it is recommended that LRD considers moving to a role of facilitation and coordination for the delivery of market access activities using appropriate outsourced external expertise.

4.4.2 Review of existing biosecurity services

The importance of the biosecurity and trade related databases is reinforced by the majority of PICTs but improvements could be made to the functionality of the systems. It is recommended that the systems be examined by an external adviser and recommendations for improvement and upgrades provided to ensure that these services continue to meet PICT requirements into the future.

4.4.3 Adoption of PHAMA planning and reporting processes

Strategic planning, prioritisation of activities and transparent budget mechanisms are essential components of the PHAMA Program. Stakeholder discussions have confirmed that the existing budget envelope for the LRD PHAMA stream remains unclear and this contributes to planning, program delivery and acquittal difficulties. It should be noted that there will be an additional resource requirement to efficiently and effectively administer the LRD component of the Program if improved integration with the PMO processes is pursued.

Activity	Recommendation	Estimated cost AUD 2014/15
Appointment of market access adviser as coordinator and facilitator	This position is within original Program design and considered essential to LRD PHAMA Program delivery	Costs within current budget
Use of LRD Pohnpei officer	Increased use of the LRD officer based in Pohnpei (FSM) to coordinate market access issues	Costs to be managed in core SPC budget
Review of existing biosecurity services	Review of existing systems to incorporate new technologies and improve system delivery	25,224
PHAMA integration support	Provide administrative support to better integrate into the PHAMA delivery model	18,346
Ongoing mentoring and technical support	Provide ongoing mentoring and technical support	Integrated model to be negotiated between MC and LRD
Total cost SPC	43,570	

4.5 Budget considerations

In light of the Kalang report recommendations LRD will seek to engage in further dialogue with both the PCC and PMO on mechanisms to achieve closer integration with the intensive PHAMA stream to better achieve sustainable market access outcomes for PICTs. The current total LRD budget for the 2014–15 ASP is AUD550,000. Approximate budget available for activity delivery is AUD120,000 with the remainder of the budget committed to staff costs, provision of regional biosecurity functions, the facilitation of regional meetings and operating costs. There is an approximate budget shortfall of AUD300,000 to implement the activities contained within the Kalang report.

5 PROGRAM MANAGEMENT AND COORDINATION

5.1 Governance

The sixth PCC meeting will be held in Suva on 19 June 2014. As agreed at PCC 5, PCC 6 will focus on more strategic issues rather than focus on detailed activity proposals.

The PMO will continue to provide secretariat support for the PCC meetings, including organisation of meetings, provision of key documents and additional briefing notes (as requested), and recording of minutes.

5.2 Office Operations and Staffing

5.2.1 PMO and Country Office operations

The PMO in Suva and the various Country Offices are fully established, with all major management systems operating relatively smoothly. However, as in-country NMAC offices move towards greater autonomy and as funding into the Program increases it is likely that there will be a need for additional administrative, coordination and technical support. As a first step, part time assistance is being considered for each of the NMAC offices and the financial management position within the PMO upgraded. In addition, discussions continue with LRD to develop a more integrated Suva PHAMA office (PMO and LRD unit).

5.2.2 Program staffing

PMO staffing has remained relatively constant since the last ASP with the key exception of the resignation of the recently appointed Team Leader. Nic Richards has resigned for personal reasons and his last day of service was 30 May. Recruitment for a new Team leader commenced 28 May and is anticipated to take approximately 3 months. In the meantime, Rob Duthie (Technical Director part-time) will be acting Team Leader until the position is filled.

Current PMO staffing is as follows:

- Team Leader: Under recruitment
- Technical Advisers: Dale Hamilton, Bronwyn Wiseman and Gavin Edwards
- NMAC Fiji: Losalini Leweniqila
- NMAC Tonga: S. Tsutomu (Tom) Nakao
- NMAC Samoa: Asuao Kirifi Pouono
- NMAC Solomon Islands: Andrew Sale
- NMAC Vanuatu: Tekon Timothy Tumukon
- Finance & Procurement Officer: Raveen Chand
- Administration Officer: Vasiti Nalatu.

Each of the LTAs has delegated management responsibility for individual countries, as follows:

- Dale Hamilton – Solomon Islands and Vanuatu

- Bronwyn Wiseman – Tonga and Samoa
- Gavin Edwards – Fiji and regional.

The LTA's also have cross-cutting responsibilities in various sectoral and technical areas where they have particular strengths, and will function as a resource for the other team members and country programs in these areas.

The LTAs will have responsibility for oversight of the program in their allocated countries, including but not limited to guiding and supervising the NMACs, supporting the MAWG process, development of work plans, activity implementation, and monitoring and evaluation (M&E).

In relation to LRD regional PHAMA program, the vacant Market Access Specialist position is currently under recruitment.

5.2.3 Staff development

Mentoring and training of local staff, particularly the NMACs, is regarded as a core ongoing role for the LTAs. Supplementing this, PMO/NMAC workshops are scheduled twice per year whenever possible. These events provide an important opportunity for NMACs to interact as a group, with formal sessions scheduled, such as financial and administrative procedures, coordination and communications, M&E, strategic planning, risk management, enterprise development, activities of other relevant projects and programs, cross-cutting issues, IT support, etc. It is difficult to overstate the value of these workshops, given that for most of the year the NMACs operate in professionally isolated, one-person offices.

NMACs, MAWG Chairs and MAWG Vice Chairs participated in the fourth HoQ meeting in Nadi in November 2013. This meeting provided an opportunity for them to observe and interact with government and private industry representatives from all PHAMA countries. It also enabled them to gain a sense of current regional issues and plans to address these. With NMACs together in one place the opportunity was also taken for PMO and NMACs to hold staff meetings and MERI training. Further combined MERI training and staff meetings were held in Suva in January 2014 and Nuku'alofa in May 2014. Formal NMAC workshops were scheduled for both of these events, and provided NMACs with the chance to exchange ideas and scope individual and combined issues they are experiencing in their day-to-day activities.

NMAC cross-training visits were also a focus in 2013–14. The above-mentioned visit to Nuku'alofa in May 2014 provided all NMACs the opportunity to observe a Tonga MAWG meeting being conducted. Following this, the Solomon Islands and Vanuatu NMACs had the opportunity to attend and observe MAWG meetings in their counterpart's country. The Fiji NMAC also had a cross-learning opportunity to visit Samoa and participate in a special MAWG session focussed on MAWG sustainability.

Staff development activities planned for the 2014–15 year, subject to need and opportunity, include:

- Participation in the fifth HoQ meeting in Suva.
- Attendance by NMACs at relevant market access-related events, such as regional PPPO meetings and trade policy meetings, as an integral part of their professional development.

- NMAC cross-training visits to other PHAMA countries to review program operations in that country.
- Additional computer literacy training for the NMACs, conducted by local (in-country) service providers.
- Additional project/financial management training for the Finance and Procurement Officer and the Administration Officer.

5.2.4 Performance Appraisal

Formal performance appraisals for all LTAs, STAs and NMACs are ongoing, in line with DFAT's requirements under the Adviser Remuneration Framework. Formal performance management of all program staff is the responsibility of the Team Leader.

5.2.5 LTA travel

Currently scheduled LTA travel for the 2014–15 year is as follows:

- Travel by one of the LTAs to each of their specified countries in July/August, October/November, February/March, and May/June, to coincide with the major MAWG planning meetings.
- Travel by the Team Leader to each country at least twice during the year, for higher-level stakeholder engagement on more strategic issues and to maintain awareness and engagement across the program.
- Travel by the LTAs and/or Team Leader to Canberra and Wellington to discuss ongoing PHAMA activities and implications for DA and NZMPI. Four formal engagements are planned per year, with at least two of these scheduled to take place in Australia and New Zealand.
- Travel by the Honiara-based LTA between Solomon Islands, Vanuatu, and Suva for general program support and coordination, as required.
- Travel by LTAs to various countries to implement targeted activities, as a replacement for STAs.
- Travel by the NMACs to Nadi in June 2014 to attend PCC, and to Suva in July/August 2014 to participate in the fifth HoQ meeting.
- At least one additional overseas trip (within the Pacific) for each NMAC, for participation in relevant market-access development activities such as PPPO meetings, trade policy meetings or trade fairs, or cross-training visits to other core PHAMA countries.

5.2.6 STA inputs

Indicative STA inputs based on the market access activities for the 2014–15 year, are summarised in Appendix E. Phasing of inputs as detailed in the resource schedule is indicative until STA availability and resources are confirmed.

Most of the market access activities have been costed as discrete standalone inputs. Availability and scheduling of STAs to undertake the activities is still being finalised. It is

possible that cost savings will be achieved (especially in relation to travel) by using single inputs from the same person to address different aspects of various activities.

5.3 Funding streams

Budget planning for 2014–15 is based upon the original Phase 2 envelope of AUD12.5 million over 4 years. However 2013–14 has also seen the introduction of additional funding for activity implementation via contribution of further DFAT funds from the Solomon Islands bilateral programme (AUD1.05 million over 4 years) and New Zealand MFAT (AUD1.3 million 2014–15). As a result activity planning for 2014–15 has been formulated on the basis of a budget envelope of AUD5.4 million for the coming year for the MC stream and AUD552,000 for the LRD stream.

6 COMMUNICATIONS

The Program's Phase 2 Communication and Media Strategy (CMS) was finalised in May 2014. The CMS is intended to be a dynamic document that will provide guidance to the Government of Australia DFAT, the PHAMA team and Program stakeholders. An operations document will form part of this Strategy and will describe key messages and seek to identify promotional opportunities on a quarterly basis in consultation with DFAT regional communications officer. The operations document will draw strongly on MERI results for content and provide an outline of the issue, key message for DFAT, key message for the Program and any possible media or promotional events with possible timelines.

At the time of writing the ASP negotiations were underway with the New Zealand MFAT for supplementary Program funding. It should be noted that the CMS may need further revision to accommodate MFAT's requirements when they co-invest in the Program.

For 2014–15 it is intended that in-country journalists will increasingly be used to develop news articles and case studies. In addition, the services of a journalist with demonstrable and relevant international experience in the production and delivery of multimedia products is being sort. It is intended that the part time position will assist the production of in-country media products but also work with the Technical Director to capture and promote a broader regional perspective.

In addition to the two key initiatives outlined above and in line with the CMS emphasis will be maintained on the following key areas over the 2014–15 year.

6.1 Between the NMACs, the MAWGs and the PMO

Effective communication and coordination between the NMACs, the MAWGs and the PMO is critical to Program operations. The NMACs are pivotal to ensuring that regular and effective communication takes place. The LTAs will continue to actively monitor the effectiveness of these communication flows, providing additional support as required. Particular efforts will be made by the three LTA positions to maintain regular contact by email and phone with the NMACs and the MAWG Chairs between the major scheduled MAWG meetings.

The establishment and/or strengthening of dedicated IWGs (or equivalent) as a mechanism for identifying sector development needs to guide the implementation of some of the larger and more complex activities will receive increased emphasis, where appropriate. LTAs will work with the IWGs to consider and determine industry priorities and communicate these to the MAWGs.

6.2 With DFAT (in-country)

Following the major quarterly MAWG meetings, whenever possible DFAT country staff are briefed on the nature and progress of PHAMA activities. These briefings will continue on a regular basis whenever LTAs are in-country and at a day-to-day level by the NMACs. All Posts are being routinely provided with key PHAMA documents, including annual plans, progress reports and newsletters. The LTAs are increasingly working closely with DFAT Posts in pursuit of joint funding opportunities. The Team is also endeavouring to keep NZAP staff informed of activities that may be of particular interest to New Zealand.

6.3 With SPC

Communication and coordination between the two program streams remains challenging without a dedicated market access position finalised within the LRD team. Routine scheduling of meetings is adversely affected by demanding travel schedules, but LRD and PHAMA PMO staff are also liaising regularly on an ad hoc basis on activities where there is a shared interest.

6.4 With DA and NZMPI

PMO staff meet formally with representatives of DA and NZMPI several times each year. Some of these consultations are held in Canberra and Wellington, some in Fiji when DA or NZMPI staff are in-country, and some via teleconference. These meetings are designed to: (i) provide general background briefings on PHAMA as required; (ii) gain a better understanding of the relevant institutional work programs related to market access requests from PICTs, together with procedures and current issues that are likely to have an impact on PHAMA; (iii) discuss market access priorities identified by the MAWGs and how these might be accommodated within relevant institutional work programs; (iv) seek comment on Program timelines and schedules for development and reporting of MAWG work plans; and (v) identify areas and mechanisms for ongoing cooperation and collaboration.

Every opportunity is also taken to meet with DA and NZMPI staff when they are visiting the Pacific on routine visits (often conducted in relation to activities where PHAMA has a direct interest), and regular phone and email contact is maintained across a wide range of issues. PHAMA LTA has been collaborating with DA Program staff located within Solomon Islands quarantine as part of the DA-implemented Biosecurity Development Program for Solomon Islands (initiated July 2013).

There has been substantial ongoing liaison with NZAP over the past year concerning their planned development initiatives in the Pacific and how these might link with PHAMA. At the time of writing this ASP DFAT and MFAT were finalising contractual arrangements for MFAT supplementary funding of the PHAMA Program. The Program has also been providing input to the early design stages of NZAP's proposed new agribusiness initiative in the Pacific, specifically in relation to how this might link with PHAMA.

6.5 With other projects and donors

PMO staff continue to actively liaise through various channels with a range of donor projects and Programs (such as IACT (EU-funded); PARDI (ACIAR-funded); Food Security and Sustainable Livelihoods Program (International Fund for Agricultural Development (IFAD) / FAO-funded); Agricultural and Rural Development Program (European Development Fund 10); MDF (DFAT-funded); DevFish II program implemented by FFA (EU-funded); the Mekem Strong Solomon Islands Fisheries program (NZAP-funded); and various IFAD-funded initiatives in the Pacific. The Program is actively developing Memoranda of Understanding with Pacific Island Trade and Invest (PT&I) offices in Auckland, Beijing and Sydney.

These programs have the potential to provide support for the development of export supply chains, thus complementing the use of PHAMA resources to address technical/regulatory market access issues. Cross-program linkages are already well developed for a number of activities.

Information on other programs is being routinely passed on to the NMACs and through the NMACs to the MAWGs. The MAWGs can then work to forge operational linkages at national level (with PHAMA facilitation if required) in order to develop a more integrated approach to addressing technical and non-technical market access issues, and broader supply chain issues and cross-cutting issues such as gender equality and social inclusion.

6.6 Promotion and media

As the Program moves into Phase 2, focus will turn to successful outcomes and individual stories from within the program intended for more widespread distribution. A budget increase has been allocated to this area, as compared to Phase 1.

Promotion and media activities in 2013–14 year will focus on:

- Increased in-country use of appropriately skilled journalists;
- The recruitment of a part time media and communications specialist with appropriate and demonstrable regional experience;
- Development of country and industry specific information datasheets;
- Generating ‘success story’ materials focussing on the results of particular activities, for on-reporting by media, DFAT and others;
- Continued preparation of regional and national newsletters;
- Ongoing improvement of the PHAMA website;
- Closer cooperation with Australian Government communications managers to continue to promote the PHAMA program in a positive manner; and
- Improved liaison with the LRD communications team for improved integration of both PHAMA management stream promotional activities.

7 RISK MANAGEMENT

The PHAMA Program Risk Management Plan was updated in December 2013 and May 2014, to deal with program wide, multi-country risks and containment measures. These risks were categorised under Management, Intervention and Development Risks. There are currently 39 identified risks on this register, of which 12 have an overall significant cumulative risk rating (greater than, or equal to, a score of 6 out of 10). Since the last risk update in June 2013 three risks have reduced in significance, one has increased, and two new risks have been added to the register. The containment measures are detailed in the Risk Management Plan (Appendix D).

In May 2014 as part of the MERI development and initiation process, planning was focussed on the identification, awareness and management of country level risks to PHAMA and market access, through a more organic, country led approach. Simplified risk registers are to be developed for each country, linked to the MERI process and results from monitoring market access progress and capacity building support activities. The country level Risk Registers will inform and link with the broader PHAMA Program level Risk Management Plan.

7.1 Additional Risks Identified

Two additional risks have been added to the original Risk Management Matrix, as detailed in Table 7-1.

Table 7-1 Risks added to Risk Management Matrix

Ref	Risk Area	Mitigation Strategy
38	Absorptive capacity for Market Access support by the five primary PICTs reaches saturation point and Program begins to stagnate.	Ensure the maintenance of existing export pathways is managed and resourced effectively. Look for new importing countries outside of the Pacific Region. Support institutionalisation of MA bodies to manage and coordinate market access. Work with them on developing independent structures and operations.
39	As funding model moves from regional to multiple funding sources (MFAT and bilateral). Additional reporting and Program administration requirements are required.	Work with DFAT and MFAT to attempt to maintain streamlined reporting and administration requirements.

7.2 Adjusted Risk Ratings

The ratings of 4 risks have been revised (1 upwards, 3 downwards), as detailed in Table 7-2.

Table 7-2 Adjusted risk ratings

Ref.	Risk Area	Previous total score	Revised total score
	Increased Risk		
27	Key Partners become more dependent on donor support for core functions.	4	7

Ref.	Risk Area	Previous total score	Revised total score
	Decreased Risk		
10	Mentoring engagement between PMO and SPC is compromised by Component 4 management /funding arrangements and staffing issues; and lack of PMO resources to support institutional development of SPC at the level envisaged by the Theory of Change.	8	7
35	Significantly reduced Phase 2 funding means that budget will need to be frontloaded to maintain momentum. This has been done on the basis that further funding is likely to be justified and approved through the revised Theory of Change and MERI framework as agreed at the stakeholder meeting in Melbourne in May 2013.	8	5
36	The Theory of Change process commenced in Melbourne in May 2013, acting on the findings of the Independent Review, emphasises the need for increased focus on capacity building (especially of SPC) and institutionalisation of the MAWGs. Reduced funding threatens this and longer-term sustainability of the program.	8	6

Major Risks on 'Watchlist'

Of the risks described in the Risk Management Matrix, 7 are currently regarded as requiring particularly close management, as detailed in Table 7-3.

Table 7-3 Risks requiring close management

Ref.	Risk Area	Mitigation Strategy	Score
10	Mentoring engagement between the PMO and SPC is compromised by Component 4 management /funding arrangements and staffing issues; and lack of PMO resources to support institutional development of SPC at the level envisaged by the Theory of Change.	Allocate specialised STA to guide institutional development of SPC. Justify additional LTA to support institutional development of SPC during the revision of the Theory of Change to take place at start of Phase 2. Actively work with SPC to redefine its core functions and develop capacity to deliver against these. Closely monitor implementation performance. Hold regular cross-program coordination meetings. Conduct briefings regional trade policy level to publicise the broader PHAMA framework and respective roles of SPC and PMO. SPC and PMO meetings in place. MERI system will help with capacity needs assessment and process of reporting and improvement of MA support.	7
12	SPC-managed Component 4 activities are poorly coordinated with MC-managed Component 1–3 activities.	Support SPC to redefine core functions and improve delivery against these. Preparation of consolidated planning and monitoring reports, led by the MC. Adoption of seamless planning and budget approval processes, as far as possible. Conduct of regular coordination meetings. Use the NMACs and MAWGs as a focal point for both PMO and SPC MA-related activities in-country.	8

Ref.	Risk Area	Mitigation Strategy	Score
19	SPC's structural funding issues and inability to recruit and retain core staff results in Component 4 resources being excessively diluted and uncoordinated, with suboptimal delivery.	Actively engage with SPC management on need for structural reform. Help SPC to re-define core functions. Promote development of a more sustainable, long term funding mechanism for Biosecurity and Trade Services unit (BATS). Closely monitor implementation performance.	8
27	Key Partners become more dependent on donor support for core functions.	Develop capacity of MAWGs as a key decision-making body. Use the MAWGs to drive and promote sustainability concepts. Continue to develop MAWGs as sustainable institutions as a priority. Work with SPC to develop capacity for third party service provision. Recognise Key Partners in most PHAMA countries (especially government) are and are likely to remain donor dependent for some time. Emphasise 'doing with' rather than 'doing for'. MERI process has mapped out pathway for change for MA bodies to become sustainable and independent. Capacity to do so and willingness remains the challenge.	7
32	Gains in developing export markets for primary products are jeopardised by inadequate exporting country biosecurity systems.	Lobby PICT governments for increased resource allocation. Influence SPC towards providing more effective biosecurity support. Improve the effectiveness of PPPO activities with respect to regional biosecurity e.g. by assisting with development of business plans etc. Consider providing targeted support for biosecurity under PHAMA Phase 2.	7

Note that 3 of the 5 highest-scored risks are associated in some way with the role and function of LRD. These risks have been consistently identified by the MC throughout Phase 1 as some of the most significant risks confronting the Program, and stand to have a direct impact on the recommendations of the Independent Review for a more 'joined-up' way of working between Components 1–3 and Component 4 and increased focus on capacity development of SPC. The MC proposed dedicated and specialised resources to enable a much greater focus on capacity-building of SPC-BATS under Phase 2, but this has not been reflected in Phase 2 budget approvals.

8 MERI

8.1 Monitoring, Evaluation, Reporting and Improvement

In response to recommendations of an Independent Review of the program at the end of Phase 1, as well as DFAT's request for more quantitative impact data, a major revision of the Program's Theory of Change and MERI Framework for Phase 2 was completed in May 2014.

The MERI Framework for Phase 2 was developed collaboratively with program stakeholders and complies with DFAT's standards for Initiative Monitoring and Evaluation System (Standard 2). A phased approach to implementation of the revised MERI system commenced at the end of April 2014. The MAWG meetings that took place in April and May 2014 provided an opportunity to, refine and finalise logic models, results, indicators, measures and data collection tools. Efforts are now focused on "full" implementation of the system during the second half of 2014.

Details of the MERI Framework can be found in the PHAMA MERI report, 5 May 2014. An outline of the Framework is provided below.

8.2 Components of the revised MERI system

8.2.1 Logic Model

The PHAMA program logic model is the basis of the MERI system. The logic model illustrates the program's results hierarchy and the relationship between results. The logic model also provides the outline for using the measurement of indicators and evaluative questions to track results and to illustrate results in a coherent and evidence-based manner. The integrated Logic Model for the program is attached as Appendix H. To simplify implementation, the integrated model has been broken down into three separate models that will be used by different stakeholder groups to plan, monitor and report results. Country-level monitoring and reporting, as well as monitoring and reporting from Components 1 – 3 and Component 4 of the program will feed into integrated, program-level monitoring and reporting.

The most significant differences between the program's logic model in Phase 2 compared to Phase 1 are the following:

- In the logic model for Phase 2, the capacity development aspects of the program are made more explicit and measurable.
- The logic model for Phase 2 includes a "layer" of national level outcomes above the End-of-Program outcomes. The national level outcomes are key to the sustainability of the program and articulate the end-of-program vision of program success from the perspective of stakeholders at the country level, namely NMACs, MAWGs, as well as relevant government and industry stakeholders in the smaller PICTs. Program sustainability is based on country stakeholders' ownership of results in the national level outcomes model, and of LRD's ownership of results in the Component 4 model.
- In addition to DFAT's strategic priorities, the program's impact is articulated in terms of relevant national (country) priorities, as well as Pacific regional development priorities, including those of SPC and the Pacific Islands Forum Secretariat. Program results and monitoring have been aligned, as far as possible, with relevant country, sector or regional strategies/plans. With New Zealand MFAT likely to co-fund Phase 2 of the PHAMA

program, the PHAMA logic model also illustrates alignment with MFAT's strategic priorities.

8.3 Program Impact – Strategic Priorities

8.3.1 DFAT

The design of the MERI system for PHAMA phase 2 took place during a time when the Australian Government's policy direction and priorities were in flux. It was also a time that saw marked policy and institutional changes for the Australian aid program as the aid program was incorporated in the Department of Foreign Affairs & Trade. At the time of the MERI revision it was anticipated that Australian Government will adopt a policy direction towards supporting programs that "promote economic growth so that strong and sustainable societies can flourish independently and not be reliant on aid" and "to build stronger nations economically who can engage in trade with Australia". By its nature, the PHAMA Program and revised MERI system are well aligned with current and emerging policy priorities for Australia within the Pacific region. It should be noted that there is significant coherence between the policy priorities of DFAT and MFAT and the integrated model also aligns well with MFAT policy priorities.

8.3.2 Regional Priorities

Strategic program results are well aligned with development priorities in the Pacific. The Pacific Islands Forum Secretariat sets itself the goals (amongst others) of:

- supporting members to achieve higher levels of economic prosperity;
- achieving deeper regional economic integration, increased private sector development, trade and investment, and sustainable economic growth through the provision of more efficient and effective services to members; and
- enhancing the key drivers of sustainable economic growth through supporting economic and regulatory reforms, private sector development, trade and investment, and infrastructure development.

One of SPC's Key Development Outcomes is "sustainable economic development". LRD's goals and objectives align to priorities identified in national development strategies, as well as sector plans in agriculture and forestry. It also takes into account priorities outlined in Joint Country Strategies, as well as recommendations of the Heads of Agriculture and Forestry Services (HoAFS) and Ministers of Agriculture and Forestry, Pacific Plan and Millennium Development Goals. Strategic Objectives from the current LRD Strategic Plan (2013 – 2017) that are directly relevant to the PHAMA program include

- To support informed policy decisions, advocacy and knowledge sharing on sustainable land, agriculture and forestry management and development (Strategic Objective 1) and
- To increase the contribution from agriculture and forestry sectors to inclusive broad based economic growth (Strategic Objective 4).

Where relevant, the MERI system will draw on the M&E of these regional priorities to demonstrate program results at the impact level.

8.3.3 National Priorities

The National Outcomes in the integrated logic model emphasise ownership and alignment of results at a country level, specifically in the five countries where MAWGs have been established. A generic logic model was developed in consultation with NMACs (with some input from MAWG chairs) to articulate the “bottom up” view of program results. The generic national level logic model articulates linkages with relevant national and sector priorities for the five countries concerned and, in this way, gives NMACs and MAWGs a clear line of sight of program results as these relate to their own countries’ national and sector priorities.

8.4 Measurement Tables

The logic models illustrate program results and how they are related. The results are made measurable through indicators and measures. For all of the results in each of the program components, indicators and appropriate measures were, or will be, identified and/or developed.

MERI is a “live” and working system, so the ongoing relevance and priority of indicators and associated measures will be kept under review during implementation. A deliberate feature of the MERI system is its adaptability. Part of the “Improvement” phase of each MERI cycle will include reflection on a number of elements, including the utility of indicators and measures, as well as feasibility of the related data collection. Where necessary, indicators and measures may be reduced, refined or replaced, with due consideration of accuracy and availability of data.

8.5 Monitoring Tools

Simple, user-friendly tools were developed to monitor and assess the two key program result areas, namely Capacity Development and Market Access. Details of these are provided below.

8.6 Monitoring and Assessing Capacity Development

Capacity development in the program includes relationship-based (e.g. mentoring and communities of practice), experience-based learning (e.g. secondments and “learning-by-doing”) as well as course-based learning (e.g. attending workshops, courses, presentations, etc.). Monitoring and measurement of capacity development in PHAMA Phase 2 is based on international good practice and focus on four levels/stages, namely:

- Participants’ satisfaction with the content and delivery of capacity building. This indicates whether the content and delivery met the “learner’s” expectations and needs and is valuable to inform continuous improvement in the design and delivery of capacity development.
- Acquisition of new knowledge, skills or behaviour. The knowledge, skills and behaviour are specific to the requisite capabilities of individuals and groups within PHAMA to implement the program in a sustainable manner.
- Ability to transfer learning to roles and responsibilities in the PHAMA program. This may require some time to become evident and is influenced by factors such as individual motivation, a supportive environment to encourage application of new knowledge, incentives and availability of resources.

- Contribution of enhanced capacity to achieving PHAMA program results.

The tools that were developed to measure and monitor capacity development include the following:

- A tool to measure **participant satisfaction with capacity development initiatives**.
- A tool for **joint assessment** of the extent to which **capacity development** is contributing to **behaviour change** and **improved** performance relevant to achievement of program results.
- The PMO Quality Performance Tool, based on the assumption that the PMO overall quality performance is an indicator of the ability to provide and facilitate capacity development.

8.7 Monitoring and Assessing Market Access

A key focus of the PHAMA program is to improve MA for high-quality, non-commodity products from PICTs. Within the program, there are two approaches to this:

- In C1–3, Long- and Short-Term Technical Assistants assist MAWG in five countries to prioritise commodities for which MA should be sought. They do this by facilitating organised dialogue and coordination between government and private sector, and by providing the evidence to inform discussions and decisions about MA priorities.
- In C4, LRD prioritises requests for MA support coming from PICTs in the form of Joint Country Strategies, the LRD Helpdesk or the PPPO, for which SPC provides the secretariat.

A MA monitoring tool has been developed in consultation with stakeholders to monitor and assess whether the program is contributing towards improved MA for priority products, as well as the impact and distributional benefits of MA, including for women and very poor households.

8.8 Complementary Evaluation Research

Case studies will be conducted to systematically draw out key issues and themes pertaining to PHAMA's "results story" from ongoing results monitoring. Program stakeholders will identify key themes, issues, successes and non-successes from monitoring data (capacity building and MA), which could inform the detailed design of case studies and other complementary research to enrich understanding of the dynamics around particular results. In addition, case studies can be conducted where stakeholders identify a need to learn from mistakes or aspects where the program may, for reasons that are unclear, not be progressing as expected.

8.9 Quality Assurance

Initially, the M&E specialists who assisted with the development of the MERI system, in coordination with the PHAMA Team Leader, Deputy Team Leader and relevant LRD staff, will be responsible for quality assurance of all processes, tools and data associated with the MERI system. As part of the MERI competency pathway, their capacity and skills to fulfil this role independently will be developed as implementation of the MERI system progresses.

All MERI capacity development initiatives involving LRD staff will be coordinated closely with a larger institutional process that is currently underway in SPC and which is aimed at strengthening results-focused management across the organisation. LRD is one of the selected priority divisions in SPC to implement this system.

Data processing from completed MERI tools will be done externally. This decision was carefully considered. It was agreed that data processing is a specialised technical skill and developing systems and capacity to do this within the program may distract from the essential capability of being able to generate and apply data to inform results-focused decision-making. It was also considered from a quality perspective, namely that data processing should be sufficiently robust to ensure that good quality information feeds into program planning and decision-making processes.

8.10 Reporting

The MERI system will be implemented in six-month cycles, linked to key program planning and reporting processes. Cycle one will commence from 1 July 2014.

Key reporting points include the following:

Following the second MAWG meeting of the year, NMACs will submit country reports to the PMO to inform the ASP for the following year. In addition to reporting to the PMO, NMACs and MAWGs will also be encouraged and capacitated to engage relevant national and regional stakeholders to feed program-related information into planning, monitoring and decision-making processes at national, sector and regional levels.

At the same time that NMACs will submit their country reports to the PMO, LRD will also submit a consolidated report of their program-related initiatives to the PMO. Program stakeholders in LRD will be encouraged and capacitated to engage relevant stakeholders in LRD and SPC to feed program-related information into planning, monitoring and decision-making processes around LRD's Strategic Plan 2013–2017.

The same processes will be followed in the second half of each year, but in this instance it will inform the six-monthly program progress report, which is due by 10 December.

The PMO will consolidate all inputs and contributions from the countries (reported through NMACs/MAWGs and LRD respectively), as well as from the program's administrative monitoring system. This consolidated report will be presented to the PCC at their bi-annual meetings. Inputs from the PCC will further inform the ASP and six-monthly progress reports, respectively.

8.11 Help / Support Arrangements

To broadly support the range of MERI processes, events and deliverables that stakeholders must engage in, a MERI Help/Support Desk will be set up. This will facilitate ad hoc support for stakeholders as issues arise that they require assistance with. A formalised help/support ticketing system (using an online Software-As-A-Service product) will facilitate a well-managed, quality controlled approach. The PMO Admin Officer will manage the process and act as first level support. She will then pass off requests for assistance to the most appropriate second and third level support person, based on the nature of the request for assistance. Second and third level assistance will be provided by other assigned PMO staff and MERI TA.

8.12 Resource and Cost Implications

8.12.1 PMO/NMACs Resourcing

In regard to travel, accommodation, and miscellaneous travel costs, Table 8-1 below indicates that the total modelled travel costs for MERI specific activities and processes undertaken by PMO/NMACs in Phase 2 is approximately AUD70,000.

In regard to time resources for PMO/NMACs, Table 8-2 and Figure 8-1 below illustrate the modelled time as days required and percentage of full time employment that PMO/NMAC personnel will be required to spend on MERI specific activities during Phase 2. In considering the personnel-time allocation to MERI in Phase 2, it is important to bear in mind that MERI in Phase 2 will be embedded as a way of working in the program – it constitutes part of “business as usual” for the PMO, NMACs and LRD as they engage with program planning, monitoring, reporting and improvement through different processes and “events” such as MAWG meetings, quarterly reporting, ASP development, etc. It also illustrates the larger proportional impost that 2014 represents, dropping down to lower levels during the remainder of Phase 2 as systems are bedded in.

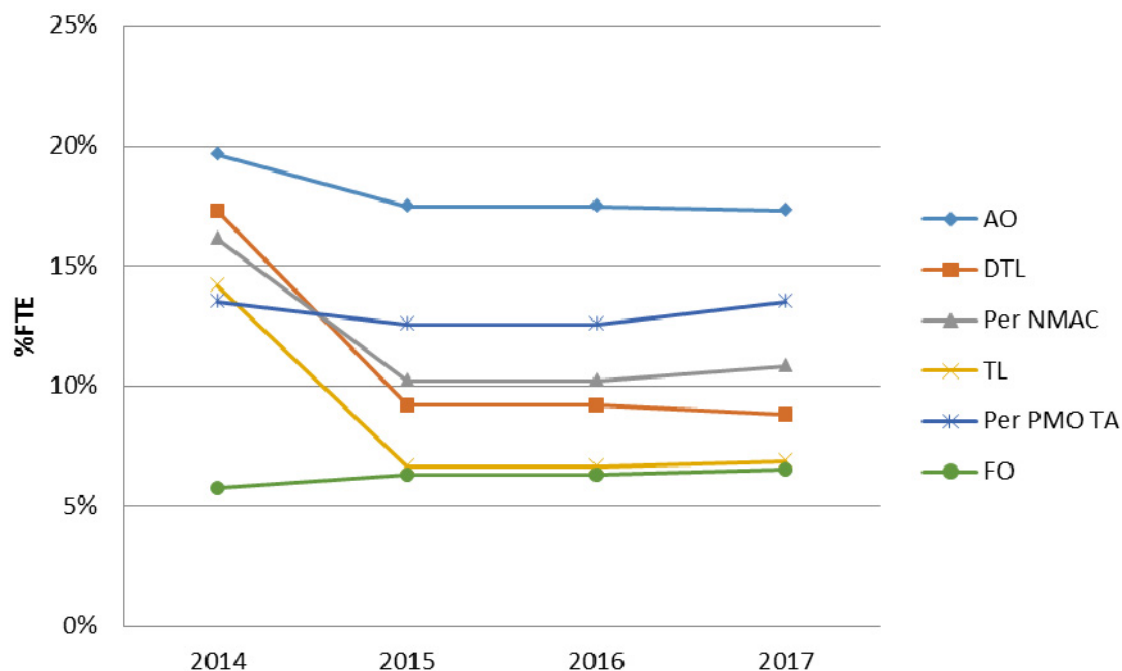
Table 8-1 PMO/NMACs Estimated MERI Related Travel Costs for Phase 2

	2014	2015	2016	2017	Total
Estimated Travel Costs	\$40,924	\$11,141	\$11,141	\$5,570	\$68,776

Table 8-2 PMO/NMACs MERI Related Time Resources for Phase 2

	Timeline							
	2014		2015		2016		2017	
Role	Days	% FTE	Days	% FTE	Days	% FTE	Days	% FTE
TL	37	14%	17	7%	17	7%	9	7%
DTL	45	17%	24	9%	24	9%	11	9%
Per PMO TA	35	13%	33	13%	33	13%	18	13%
FO	15	6%	16	6%	16	6%	8	7%
AO	51	20%	45	17%	45	17%	22	17%
Per NMAC	42	16%	27	10%	27	10%	14	11%

Figure 8-1 PMO/NMAC % Full Time Equivalent for MERI Activities



8.12.2 MERI TA Resourcing

Table 8-3 below indicates the modelled breakdown of MERI TA consulting days required by in-country and home based inputs. The largest number of in-country days are in 2014 (32) but this represents only 10% of total inputs for that year. The significant proportion of home based inputs over the life of the Phase 2 assist in keeping total travel, accommodation, and miscellaneous costs low as a proportion of total days worked.

A total of 8 in country trips will be required over the life of the project.¹

Table 8-3 PHAMA Phase 2 MERI Specialist TA Inputs Summary

	2013	2014	2015	2016	2017	Total
In-Country Days	14.00	32.00	15	15	15	91
Home Based Days	34.5	285.5	28	28	8	384
Total Days	48.5	317.5	43	43	23	475
Est. Trips	2	3	1	1	1	8
Est. Travel Costs	\$6,244	\$14,272	\$6,690	\$6,690	\$6,690	\$40,586

A total of 475 days of STA is envisaged to assist implement and manage the MERI system and to fine tune it over the life of PHAMA Phase 2. It should be noted that, the absorptive capacity of PMO, LRD, NMACs and MAWGS to understand, use effectively and perform MERI roles and responsibilities, is not yet fully established. Thus the extent of the need to improve is not known and hence the precise resources needed not clear. The assumption herein is that the framework and resources identified and presented will accomplish all of this. Over the six monthly MERI cycles, the implementation will be assessed for functionality and performance, and any changes needed in resources, will be identified for discussion.

¹ Four of the eight trips have already been taken by two MERI TA specialists during the collaborative design process that occurred from November 2013 to January 2014.

9 CROSS CUTTING ISSUES

9.1 Gender

As described in earlier ASPs, the selection of activities to be supported through the program is guided by market conditions and opportunities with the basic selection criteria being (i) potential economic impact; and (ii) cost and difficulty of addressing the particular market access issue and probability of achieving a successful outcome. However, the design also explicitly acknowledges that consideration should be given to potential distributional impacts for marginalised households and women. While these are not intended to govern the selection process, a particular activity that is able to demonstrate benefit for poorer households and/or women would be selected over one that is not, all other factors being equal.

The intention throughout the program to date has always been that the MAWGs, NMACs, and PMO would actively seek activities that had the potential to provide particular benefits for poorer households and women. This has been achieved in many cases, for example with activities focussed on commodities where women were considered to have a significant role in the production or processing, such as handicrafts or foliage. However, a detailed understanding of the gender equality issues was generally not available upfront nor was it a specific consideration in the subsequent M&E of the activity.

As recommended by the Independent Review of phase 1, the program's revised MERI framework now more comprehensively and explicitly considers gender issues. For example, questions in the monitoring tools include consideration of the relative involvement of women in the production, processing and export of the particular commodity; and what would be the main benefits for women if export of the commodity increased. The utility of the tools and ability of the results to inform decision making will be considered over time and improvements made as needed.

Case studies and other forms of complementary research are also a key component of the program's revised MERI system and will provide a useful way of gaining a deeper understanding of the gender dynamics of market access, how the PHAMA program is influencing these issues, and what management decisions could be made to enhance this. Possible case studies and other research will be identified by program stakeholders over time with gender equality issues, particular in relation to economic empowerment, expected to feature prominently – subject to available resources. This could include, for example, consideration of gender roles in existing export pathways and the potential impact of changes to the various procedures or increases in export volume; the gender balance and roles in relevant government and private sector stakeholder groups and the potential influence on service delivery and appropriate forms of communication/consultation.

Should additional resources become available (e.g. through further co-funding from MFAT or increased bilateral funding from DFAT) it is intended to specifically engage STA (international and local) to assist the program undertake and consider the work described above.

9.2 Capacity building

Program capacity development is one of two key Program result areas and includes relationship-based (e.g. mentoring and communities of practice), experience-based learning (e.g. secondments and "learning-by-doing") as well as course-based learning (e.g. attending

workshops, courses, presentations, etc.). Budget limitations during the 2013–14 ASP had limited activities in this area and as a result of this the development of a Capacity Building Framework (as specified within Program Scope of Services) had been placed on hold. At the time of writing the 2014–15 ASP additional budget resources had just been received (Solomon Islands bilateral funding) or were close to being committed (MFAT funds). As a result of additional funds, some of which will be devoted to capacity development, a Capacity Building Framework document will be developed to guide and document resource allocation in this area.

9.3 Environment

9.3.1 Improved capacity to manage biosecurity risks

An expected outcome of the Program is to improve the capacity of government quarantine services, and improve awareness by industry of quality standards and pest and disease issues, and ability to meet these standards. This should result in longer-term benefits related to protection of both exporting *and* importing countries from incursion threats due to breakdown of quarantine systems. PHAMA countries have significant agricultural economies and there is potential significant environmental and social benefit from improved biosecurity outcomes in terms of preservation of existing biodiversity, food production and rural livelihood cash cropping systems.

9.3.2 Improved capacity to manage resource utilisation

Consumers in developed markets are increasingly demanding assurances regarding the legal sourcing and sustainability of imported products such as fish and timber harvested from natural resource bases. Activities supported by the Program are oriented to supporting improved capacity to demonstrate legal and sustainable practices for resource based value chains. Examples of this include:

- Development of legality assurance guidelines for timber exports from Solomon Islands to comply overseas market requirements such as Australia's Illegal Logging Prohibition Act. Solomon Islands is the first country trading with Australia to receive approval of country specific guidelines on legality assurance as a tool for importers to conduct due diligence on legal origin of imports.
- Capacity building in Solomon Islands fishing industry for catch certification and traceability systems to comply with EU import requirements over IUU fishing.

9.3.3 Improved production and treatment practices

Most products and production systems with which the Program is involved are smallholder-based and dispersed, and are therefore typically low-input or even organic in nature. However some production systems require the use of chemical treatments (herbicide, insecticide, anthelmintics and antibiotics) to maintain adequate quality and production levels. Some importing countries require checks and controls on these practices to avoid adverse health and environmental impacts. The Program works as appropriate with industry and government agencies to improve capacity to comply with these requirements.

For quarantine purposes fumigation treatment of products to remove pests is a common consideration. Methyl bromide, a known ozone depleting agent, is a commonly used fumigant. The Program is implementing training and systems development with PHAMA country quarantine agencies (based on Australian standards) to ensure fumigation practices follow expected standards to minimise potential adverse environmental and health impacts. New treatment technologies such as HTFA now represent an alternative to fumigation as a pre-export treatment and reduce methyl bromide usage in some cases. The Program has supported the establishment and improved operation of several HTFA facilities.

In addition the MAWGs and NMACs are also actively encouraged to be mindful of possible adverse environmental impacts associated with products with which PHAMA is working. Where potential adverse environmental impacts associated with increased production are identified, PHAMA ensures that relevant government agencies (which are represented on the MAWGs) are made aware of these concerns.

PHAMA was selected to participate in DFAT's environmental and climate change 'stocktake' of rural development programs in late November 2011, which provided the opportunity to explain how environmental issues are perceived and treated by the Program. Formal feedback is still pending. The Phase 1 Independent Review was also tasked with reviewing PHAMA's treatment of environmental issues, and was generally satisfied with the approaches being followed.

10 PROJECTED EXPENDITURE

10.1 Intensive (MC-managed)

A Resource and Cost Schedule for the 2014–15 year, based on the preceding description of activities, is provided in Appendix E.

Total cost for the 2014–15 year is projected to be AUD5.4 million. The cost estimates for specified market access development activities are indicative only, particularly for activities that involve significant non-TA costs (e.g. equipment, materials and training) and/or implementation by a third party where that party is yet to be identified.

10.2 Regional (LRD-managed)

A Resource and Cost Schedule for the 2014–15 year, based on the preceding description of activities, is provided in Appendix G. Total cost for the 2014–15 year is projected to be AUD550,000. It should be noted that the approximate budget available for activity delivery is AUD120,000 with the remainder of the budget committed to staff costs, provision of regional biosecurity functions, the facilitation of regional meetings and operating costs. There is an approximate budget shortfall of AUD300,000 to implement the activities contained within the Kalang report.

11 LIMITATIONS

URS Australia Pty Ltd (URS) has prepared this report in accordance with the usual care and thoroughness of the consulting profession for the use of the Department of Foreign Affairs and Trade and only those third parties who have been authorised in writing by URS to rely on this Report.

It is based on generally accepted practices and standards at the time it was prepared. No other warranty, expressed or implied, is made as to the professional advice included in this Report.

It is prepared in accordance with the scope of work and for the purpose outlined in the contract dated 02 August 2013.

Where this Report indicates that information has been provided to URS by third parties, URS has made no independent verification of this information except as expressly stated in the Report. URS assumes no liability for any inaccuracies in or omissions to that information.

This Report was prepared between March and June 2014 and is based on the conditions encountered and information reviewed at the time of preparation. URS disclaims responsibility for any changes that may have occurred after this time.

This Report should be read in full. No responsibility is accepted for use of any part of this report in any other context or for any other purpose or by third parties. This Report does not purport to give legal advice. Legal advice can only be given by qualified legal practitioners.

Except as required by law, no third party may use or rely on this Report unless otherwise agreed by URS in writing. Where such agreement is provided, URS will provide a letter of reliance to the agreed third party in the form required by URS.

To the extent permitted by law, URS expressly disclaims and excludes liability for any loss, damage, cost or expenses suffered by any third party relating to or resulting from the use of, or reliance on, any information contained in this Report. URS does not admit that any action, liability or claim may exist or be available to any third party.

Except as specifically stated in this section, URS does not authorise the use of this Report by any third party.

It is the responsibility of third parties to independently make inquiries or seek advice in relation to their particular requirements and proposed use of the site.

Any estimates of potential costs which have been provided are presented as estimates only as at the date of the Report. Any cost estimates that have been provided may therefore vary from actual costs at the time of expenditure.

APPENDIX A PROGRAM DESCRIPTION

The Pacific Horticultural and Agricultural Market Access (PHAMA) program was designed in 2009 with the goal to increase exports of high value primary products from PICTs, thereby contributing to increased economic growth, private sector development and improved rural livelihoods in these predominantly agricultural-based small country economies. With Australia and New Zealand being key trading partners for PICTs, it would also contribute to stronger trade relations in the region.

The program addresses the regulatory aspects of biosecurity, quarantine and R&D related Market Access (MA) for high priority fresh and processed primary products, mainly agricultural and horticultural products, but also fish and forest products where warranted. It does not address issues related to production, processing or supply, except where this would be necessary in order to meet the requirements of export protocols or product standards.

A.1 Structure

The PHAMA program comprises four components. Three components (C1–3) are implemented by a MC, while the fourth component (C4) is implemented by the LRD in the SPC. Although the implementing partners are engaged under separate agreements with the Australian Department of Foreign Affairs & Trade (DFAT), they are expected to work in a coordinated and complementary manner. Capacity development is a consistent priority throughout the program. In addition to capacity development of LRD to provide MA technical support to all PICTs, the PMO is responsible for capacity development of national organisations (public and private) in selected PICTs (Fiji, Samoa, Solomon Islands, Tonga and Vanuatu) to increasingly self-manage MA issues.

The program was originally designed to be implemented in two phases of four years each, with the progression to Phase 2 subject to an assessment of progress and performance at the end of Phase 1. An Independent Review of the program was conducted at the beginning of 2013. In accordance with the recommendations of the Independent Review, Phase 2 of PHAMA got underway in July 2014.

Different components of the program are implemented by two implementing partners; each under a separate agreement with the Australian Department of Foreign Affairs & Trade (DFAT) and in accordance with requirements that are set out in the Scope of Service for the respective partners. Component 1, 2 and 3 (C1–3) of the program is implemented by a MC. The MC established a PMO in Fiji, which is co-located in LRD's Suva-based offices. The MC entered into a partnership with Kalang Consultancy Services to provide long-term and short-term Technical Assistance (TA) in MA and quarantine/biosecurity issues relevant to the program. Technical Assistance for M&E of the program is the responsibility of the MC.

In the five countries where C1–3 is implemented (Fiji, Samoa, Solomon Islands, Tonga and Vanuatu), the PMO established Country Offices, staffed by NMACs who are employed full-time by the MC. The Country Offices / NMACs provide the secretariat for national MAWGs, which have been established in each of the five countries. The MAWGs comprise of representatives from Government (usually Biosecurity Authority, Ministry of Agriculture and Ministry of Trade & Enterprise) and the private sector (usually representatives of producers, processors and exporters of primary products). Their role is to identify, in an evidence-based

manner, MA priorities for non-commodity products in their countries, based on the following criteria:

1. potential economic impact;
2. cost of establishing MA and probability of successfully achieving MA;
3. potential distributional impacts for marginalised households and women – while distributional impacts for marginalised households and women are not intended to govern the prioritisation process, a particular activity that is able to demonstrate benefit for poorer households and/or women would be selected over one that is not, all other factors being equal.

Technical capacity of the PMO is situated in the Team Leader and three LTAs, supplemented by a team of STAs that can be mobilised to assist MAWGs in a responsive, demand-driven manner to inform and pursue MA priorities. The PMO coordinates, deploys and oversees the STAs as required.

LRD staff involved in the implementation of C4 are mainly located within LRD. In addition to managing and maintaining regional MA support services, the provision of MA support to all PICTs also forms part of LRD's Scope of Service under C4. The key mechanism through which it engages PICTs in this regard is the Joint Country Strategies that are agreed between SPC and PICTs. In addition, PICTs can also submit requests for MA support via a helpdesk in LRD. Another avenue for input into plant protection matters that support MA is through the PPPO, for which SPC provides the secretariat.

A regional PCC is responsible for providing high-level governance oversight of the Program as a whole.

APPENDIX B ACTIVITY INDEX (MC STREAM)

The intended activities for 2014/15 have been mapped against the three intermediate outcomes for the program to illustrate the intended contribution of each and that how, in practice, many activities relate to more than one outcome. The intermediate outcomes are:

- C1 Market access priorities identified and high quality MA submissions prepared and accepted by importing government authorities.
- C2 Sanitary and phytosanitary measures required to establish/maintain MA for specified high priority products successfully implemented by government and industry.
- C3 R&D activities required to gain, maintain and improve MA identified and implemented.

An activity may relate to more than one intermediate outcome for a range of reasons, including: a single activity deliberately including multiple components such as gaining and implementing new access; R&D needing to be undertaken as part of the preparation of a MA submission or maintenance of an export pathway; or the need to develop and negotiate MA submissions for improved rather than new MA.

Where applicable, Technical Report Numbers (TR #) associated with a given activity are provided. Carry-over activities from 2013–14 are shaded green, whereas new activities for 2014–15 are shaded orange.

Activity Ref	Activity Title	Component	Status	TR #
FIJI01	Investigation of taro export issues to Australia and New Zealand	C2	Completed	1
FIJI02	Investigation of potential ginger export issues to Australia	C1	Completed	2
FIJI03	Investigation of market acceptability of Fiji Taro Leaf Blight-resistant taro varieties in Australia and/or New Zealand	C2	Postponed	–
FIJI04	Determination of the quarantine status of nematodes on Fijian taro exports to New Zealand (linked to SAMOA02)	C2	Completed	26
FIJI05	Development of and training on taro production and pack house standards	C2	Completed	27
FIJI06	Substantiation of Australia's requirement for devitalisation of taro imports	C2	Completed	51
FIJI07	Scoping study to develop options for the management of a new fruit fly species on Rotuma Island	C1, C2	Completed	13
FIJI08	Progression of new market access requests for papaya and breadfruit to the United States	C1	Active	–
FIJI09	Feasibility study on eggplant, chilli, breadfruit, jackfruit, bitter gourd and pineapple exports to Australia	C1	Completed	22
FIJI10	New market access submission for fresh chillies to Australia	C1	Active	48
FIJI11	Management of <i>Bactrocera kirki</i> on Rotuma Island	C1, C2	Completed	21

Activity Ref	Activity Title	Component	Status	TR #
FIJI12	Trials to confirm fruit fly non-host status for Polynesian plum (Wi)	C3	Completed	17
FIJI13	Review and improvement of existing HTFA export pathways to New Zealand	C2	Completed	25
FIJI14	Product development of shelf-stable vanilla paste, vanilla sugar and cinnamon sugar for human consumption	C1, C3	Completed	55
FIJI15	Honey bee health survey	C1, C2	Completed	49
FIJI16	Development of HACCP Plans for key export facilities	C1, C2	Active	–
FIJI17	Development of operational procedures to meet quarantine requirements for ginger exports to Australia	C1	Active	–
FIJI18	Development of a kava quality manual	C1, C2	Active	–
FIJI19	Poultry health survey	C1	Planned	–
FIJI20	Feasibility study on developing exports of selected products to the People's Republic of China	C1	Planned	–
FIJI21	Improved system for managing biosecurity risks associated with horticultural seed imports	C1, C2	Completed	–
FIJI22	New market access for frozen processed vegetables into Papua New Guinea	C1	Completed	–
FIJI23	Development of biosecurity plans for the taro and papaya industries	C1, C2	Active	–
FIJI24	Determining the scope of future market access activities for kava	C1	Planned	–
FIJI25	New and improved market access related work	C1, C2, C3	Planned	–
SAMOA01	Investigation of taro export issues to Australia and New Zealand	C1	Completed	3
SAMOA02	Determination of the quarantine status of nematodes on Samoan taro exports to New Zealand (linked to FIJI04)	C2	Completed	28
SAMOA03	Assessment of supply chain constraints on developing taro exports to New Zealand	C2	Completed	14, 20
SAMOA04	Assessment of the profitability of taro exports to Australia	C1	Cancelled	–
SAMOA05	Development of an alternative to the 'area freedom' approach for managing Taro Leaf Blight on exports of taro to Australia	C1	Cancelled	–
SAMOA06	Development of a risk management measure for mites on organic banana exports to New Zealand	C2	Completed	36
SAMOA07	Development of a risk management measure for mites, mealy bugs and scales on lime exports to New Zealand	C2	Completed	–

Activity Ref	Activity Title	Component	Status	TR #
SAMOA08	Assistance with regulatory requirements associated with re-establishing beef and meat product exports to American Samoa	C1	Completed	29
SAMOA09	Accreditation of copra meal and palm kernel expeller (PKE) export processing and handling facilities	C1, C2	Completed	24
SAMOA10	Export of personal consignments of heat-treated breadfruit to Australia and New Zealand	C1	Completed	19
SAMOA11	Bee health survey	C1, C2	Completed	35
SAMOA12	Improved market access for foliage into New Zealand	C2	Active	37
SAMOA13	New market access for Meyer lemons into New Zealand	C1	Completed	37
SAMOA14	New market access for pineapples into New Zealand	C1	Active	37, 47
SAMOA15	New market access for commercial consignments of heat-treated breadfruit to Australia and New Zealand	C1	Completed	–
SAMOA16	Establishment of a quarantine diagnostics laboratory		Planned	–
SAMOA17	Establishment of a methyl bromide fumigation chamber and operations		Active	–
SAMOA18	Certification of horticultural export processing facilities to meet New Zealand standards		Cancelled	–
SAMOA19	Developing the capacity of SROS to undertake food safety and quality testing for export commodities		Completed	40
SAMOA20	Developing the pathway for the export of frozen crop products		Active	–
SAMOA21	Food safety associated with the export of heat-treated breadfruit to Australia and New Zealand	C2	Completed	–
SAMOA22	New market access for selected products (beans, okra and chilli) to New Zealand	C1	Cancelled	–
SAMOA23	Taro to Australia – management of taro leaf blight	C1	Planned	–
SAMOA24	HACCP systems and accreditation for selected export facilities		Planned	–
SAMOA25	Bee health surveillance and export feasibility	C1	Planned	–
SAMOA26	Improved quality of export cocoa		Planned	–
TBD	Improved access for fresh taro to New Zealand	C2	Planned	–
TBD	New and improved market access related work		Planned	–
SOLS01	Preliminary review of diagnostic requirements to ascertain cocoa and copra meal quality standards		Completed	4
SOLS02	Investigation of market access implications and costs associated with managing Giant African Snail		Completed	5

Activity Ref	Activity Title	Component	Status	TR #
SOLS03	Implementation of the Australian Fumigation Accreditation Scheme		Replaced by REGIONAL06	–
SOLS04	Review of the potential for cut flower and foliage exports to Australia	C1	Completed	16
SOLS05	Accreditation of copra meal and PKE export processing and handling facilities		Completed	18
SOLS06	Development of national quality standards for the production and testing of cocoa to meet international market requirements	C1	Active	–
SOLS07	Scoping study to assess the potential for increased primary sector exports to nearby PICTs		Completed	30
SOLS08	Trial shipments of cut flowers and foliage to Australia	C1	Completed	23
SOLS09	New market access submission for the export of Tahitian limes to New Zealand	C1	Postponed	–
SOLS10	Development of 'sustainable forestry' certification for exports of value-added forest products	C2	Active	42, 53
SOLS11	Improved fish inspection capacity to support processed fish exports		Active	38, 54
SOLS12	Improved testing capacity to support processed fish exports		Active	39
SOLS13	Feasibility study on selected exports to Australia	C1	Completed	43
SOLS14	Review of the potential for developing a canarium nut export industry	C1	Postponed	–
SOLS15	Coconut and copra meal export standards development		Completed	–
SOLS16	HACCP training		Active	–
SOLS17	Development and implementation of systems relating to IUU fishing		Active	–
SOLS18	Timber market study		Active	–
SOLS19	Market access for fresh chillies to Australia	C1	Active	–
SOLS20	Development of process quality guidelines for cocoa		Active	–
SOLS21	Strengthening quality assurance systems for cocoa		Active	–
SOLS22	Cocoa market study		Active	–
SOLS23	Support development of cocoa traceability and certification systems that add market value		Planned	–
SOLS24	Support for value adding activities to assist with marketing		Planned	–
SOLS25	Development of training capacity to meet fishing industry needs		Planned	–
SOLS26	Timber grading systems		Planned	–

Activity Ref	Activity Title	Component	Status	TR #
SOLS27	Timber traceability systems		Planned	–
SOLS28	Industry body development		Planned	–
TONGA01	Feasibility study to determine the suitability of 'winter window' export conditions for watermelons to New Zealand	C2	Completed	6
TONGA02	Feasibility study of using a dimethoate dip treatment to facilitate the export of fruit fly host products to New Zealand		Completed	7
TONGA03	Review of the watermelon export pathway to New Zealand, including the delivery of fumigation prior to export	C2	Completed	12
TONGA04	Improvements to the watermelon export pathway to New Zealand and development of a systems approach to replace methyl bromide fumigation for fruit fly management	C2	Completed	41
TONGA05	Development of a "new access" submission for the export of zucchinis and selected other crops (to be identified) to New Zealand	C1	Completed	33
TONGA06	Purchase of a generator as back-up power for Tonga's fumigation facility		Completed	–
TONGA07	Facilitation of meetings to improve Tonga sea freight services		Completed	–
TONGA08	Feasibility study to determine infrastructure requirements for processing and packaging of horticultural commodities for export		Completed	45
TONGA09	Feasibility study on selected exports to New Zealand	C1	Completed	44
TONGA10	HACCP accreditation for selected export facilities		Completed	–
TONGA11	Improved access conditions for watermelons into Samoa	C2	Completed	–
TONGA12	Development of commercial packaging for fresh and frozen root crop exports to New Zealand	C2	Completed	–
TONGA14	Establishment of an Export Pathway Manager position within MAFFF		Completed	–
TONGA15	Upgrading of MAFFF's Nuku'alofa export facility		Active	–
TONGA16	Upgrading of Fua'amotu airport HTFA export facility	C2	Active	–
TONGA17	Establishment of an export processing facility in Eastern Tongatapu		Active	–
TONGA18	Ongoing and new market access submissions to New Zealand, Australia, Fiji and Samoa		Active	–
TONGA19	Support for export pathway manager		Planned	–
TONGA20	New and improved market access related work		Planned	–
TBD	Establishment of Western District (Tongatapu) export processing facility		Planned	–

Activity Ref	Activity Title	Component	Status	TR #
VAN01	Preliminary review of diagnostic requirements to service various value-added industries		Completed	8
VAN02	Investigation of the viability of the HTFA facility as a treatment option for the export of fruit fly host commodities to New Zealand	C2	Completed	9
VAN03	Upgrading of diagnostic services to support the export of value-added products		Active	32
VAN04	Development of HACCP Plans for key export industries		Active	–
VAN05	Training of meat inspectors for beef export processing facilities	C2	Completed	31
VAN06	Feasibility study on the establishment of a facility for drying fruits and vegetables for export	C1	Completed	15
VAN07	Re-accreditation of bovine spongiform encephalopathy free status for beef exports to Australia	C2	Completed	11
VAN08	Development of a vanilla quality manual		Completed	–
VAN09	Development of a kava quality manual		Active	–
VAN10	Bee health survey		Active	34
VAN11	Review of veterinary capacity and systems supporting market access for beef		Planned	–
VAN12	Review of the potential for cut flower and foliage exports to Australia and New Zealand	C1	Completed	46
VAN13	New market access for beef products to the Republic of South Korea	C1	Active	–
VAN14	Training on tamanu seed harvesting for quality tamanu oil production for export		Cancelled	–
VAN15	Support development of recognised quality standards for export and improved quality assurance systems		Active	–
VAN17	Cocoa quality assurance		Planned	–
VAN18	Industry body development		Planned	–
REGIONAL01	Market access database development		Handed to SPC	–
REGIONAL02	Compilation of a response to Biosecurity Australia's draft Pest Risk Analysis on taro imports from all countries	C2	Completed	10
REGIONAL03	Initiation of a regional strategy for managing quarantine and market access issues		Active	–
REGIONAL04	Support for bilateral market access negotiations with key trading partners		Active	–
REGIONAL05	Review of quarantine issues surrounding trade in handicraft products	C2	Active	–
REGIONAL06	Export treatments and certification		Active	50
REGIONAL07	Export development grants		Active	

APPENDIX C EXPORT DEVELOPMENT GRANT APPLICATION FORM AND GUIDELINES

The revised application form and guidelines for EDGs are provided below.

C.1 EXPORT DEVELOPMENT GRANT APPLICATION FORM

Applicants, with NMAC assistance, are requested to provide the following information:

Background: [insert background text]

A. Background Information	
Applicant name:	
Position in the business:	
Business address and contact details:	
Business structure and ownership <ul style="list-style-type: none"> – Type of business structure (e.g. company/ sole trader) – Owners/ principles – When formed – Core business activities 	
Business size <ul style="list-style-type: none"> – No. of full-time employees – Export-related turnover for last financial year 	
Direct experience with primary exports <ul style="list-style-type: none"> – Products exported – Length of experience – Main destination market/s 	
Target product/s to be assisted through this grant <ul style="list-style-type: none"> – Product type – Target market – Info on any market research/ development already carried out 	
B. Objective of the Proposed Activity	
Include a short statement (1–2 sentences) setting out the main objective/s of the proposed activity, i.e. what you are trying to achieve as a result of the grant.	
C. Summary of the Proposed Activity	
Include a short description of what the activity involves (max 100–200 words)	
D. Expected Outcomes	
Include a short statement of expected outcomes	
(i) ...	
(ii)	

E. Estimated cost of the proposed activity (Local currency e.g. SBD, WST etc.)			
Item	PHAMA share	Recipient share	TOTAL
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
TOTAL LOCAL CURRENCY (xxx)			
TOTAL AUD			
% SPLIT	_____%	_____%	100%
F. Timeline	Start date:		
	End date:		
G. Approvals	<i>Signature</i>		<i>Date</i>
MAWG Chair:			
NMAC:			
PHAMA Team Leader:			
H. Actual outcomes from the activity (to be assessed by the NMAC 6 months after completion)			

C.2 EXPORT DEVELOPMENT GRANT GUIDELINES

PHAMA is able to provide small EDGs to exporters seeking to develop new markets. These grants are designed to cover up to 75% of the cost of an approved activity, including, but not limited to, the cost of airfares, accommodation, market research, product development, participation in trade fairs, and organisation of trial shipments. Maximum PHAMA contribution is AUD15,000 per EDG.

NMACs are requested to identify possible candidates for these grants.

Key assessment/approval criteria include:

- The business must be formally constituted, or if not, the applicant must be able to demonstrate their credentials to the satisfaction of PHAMA;
- Preference will be given to small-to-medium scale enterprises (i.e. those with more limited capacity to self-finance export development costs);
- The applicant should have previous export experience, preferably with primary products, or must demonstrate a strong interest and capacity to explore export markets;
- Preference will be given to activities that are related to market access activities already being supported by PHAMA in the particular country;
- Proposals must be for a discreet or focussed purpose, rather than for multiple purposes;
- The recipient must be prepared to cover a minimum 25% of the total activity cost.

Applicants will be required to provide a brief written proposal outlining the proposed activity (see attached application form). Typically, the application will need to be endorsed by the MAWG Chair and the NMAC before being submitted to the PHAMA Team Leader for final approval. However, the endorsement process may be varied depending on the particular needs of the country concerned and as long as the variation has been approved by the PHAMA Team Leader. For example, where a potential conflict of interest could arise in the case of the MAWG Chair it would be necessary to gain endorsement of the application by the Vice-Chair or another MAWG member.

Once approved, the recipient will be required to enter into a formal agreement with PHAMA covering the terms and conditions of the grant.

PHAMA will then advance the agreed amount to the recipient according to the milestones that have been identified in the formal agreement. Once the activity is completed, recipients will be required to provide a full acquittal of the total cost of the activity (PHAMA and recipient contributions).

Upon completion of the activity the recipient will be required to provide PHAMA with a summary of the achievements (both private and public benefits) that resulted from the activity.

Before proceeding formally with an application, NMACs should discuss the merits of a particular case with the PMO.

APPENDIX D RISK MANAGEMENT MATRIX (UPDATED MAY 2014)

KEY: Black font – original score June 2011; red font – revision Dec 2011; green font – revision July 2012; blue font – revision Dec 2012; purple font – revision June 2013. Brown font- revision May 2014

Significant changes in text from the Dec 2012 version are highlighted. Mitigation measures since Dec 2013 are highlighted.

P=Probability (score range 1–5); C=Consequence (score range 1–5); R=Risk (cumulative value of P+C) score range 1–10. 1= lowest value and 10=greatest value.

Note: Risks 1–28 are risks that were identified at the start of implementation. Risks numbered higher than 28 are new risks that have been added during implementation of Phase 1. As of May 2014 39 risks registered.

CHANGES in cumulative risk scores: Risk 35 reduced from 8 to 5, Risk 36 reduced from 8 to 6, Risk 10 reduced from 8 to 7, Risk 27 increased from 4 to 7. 1 new risk added #38.

Number of risks with cumulative score 6 or higher (min 3 for probability and/or consequence) is now 12 or 31 % of all risk thus far identified.

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
			P	C	R		P	C	R
MANAGEMENT RISKS									
1	The nature of the URS/ Kalang Association and the relative size, objectives and expectations of the respective partners adversely affects efficient service delivery.	Internal frustration. Implementation delays. Suboptimal delivery.	3	3	6	Routine structured meetings at management level to openly discuss and resolve issues as they arise. Revised options for mobilising technical STA under Phase 2.	2	2	4

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
35	Significantly reduced Phase 2 funding means that budget will need to be frontloaded to maintain momentum. This has been done on the basis that further funding is likely to be justified and approved through the revised Theory of Change and MERI framework as agreed at the stakeholder meeting in Melbourne in May 2013.	Insufficient funding to operate effectively beyond June 2015 if additional funding is not obtained, resulting in loss of momentum, curtailment of outcomes and loss of interest by in-country stakeholders, especially the MAWGs.	5	4	9	More strategic selection of activities. Front-load available activities budget to early years of Phase 2. Justify additional funding through the Theory of Change and the MERI framework revision to be completed by the end December 2013. Seek involvement and funds from other donors (New Zealand and United States) through clear demonstration of benefits. Imminent approval of New Zealand funds and signed agreement for Solomon Islands Bilateral funds reduces this risk markedly, allowing delayed activities to proceed in 2014 onwards.	4 1	4 4	8 5
36	The Theory of Change process commenced in Melbourne in May 2013, acting on the findings of the Independent Review, emphasises the need for increased focus on capacity building (especially of SPC) and institutionalisation of the MAWGs. Reduced funding threatens this and longer-term sustainability of the program.	Capacity building and institutionalisation objectives are compromised.	5	4	9	Increased role of current LTAs in core capacity building. Justify additional funding through the Theory of Change and the MERI framework revision to be completed by the end December 2013. Seek involvement and funds from other donors (New Zealand and United States) through clear demonstration of benefits. Securing of New Zealand MFAT funds and the approval of the MERI plan in May 2014 alleviates a lot of this risk, by resourcing and planning for, capacity building assessment and needs on an ongoing basis.	4 3	4 3	8 6
37	Effective communication between the MC and the DFAT Activity Manager has been instrumental in guiding Phase 1 through a difficult start-up and has been central to successful management of the Program. With transfer of management responsibility from Canberra to Suva, effective communications could be compromised during the complex and likely difficult initial six months of Phase 2.	Dysfunctional process between the PMO and the MC and the MC and DFAT.	4	4	8	Reactivate the fortnightly management meetings between DFAT, the PMO and the MC during Phase 2 start-up and continue as necessary. The start-up period is now completed and the meetings are in process again as of Feb 2014 and working effectively.	2	2	4

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
39	As funding model moves from regional to multiple funding sources (MFAT and bilateral). Additional reporting and Program administration requirements are needed.	Multiple reporting streams and expectations places additional resource requirements on PMO leading to reduced efficiency.	3	2	5	Work with DFAT and MFAT to attempt to maintain streamlined reporting and administration requirements.	2	2	4
3	NMACs are ineffective in their intended role.	Ineffective MAWGs. Poorly developed government / industry linkages. Suboptimal in-country coordination. Weak linkage of MAWGs with the PMO.	3	5	8	Rigorous selection. Three month probation for any new appointments. Provide clear position description and output plan. Ongoing support from LTAs. Routine bi-annual workshops. Minimise time required for administrative duties. Routinely monitor performance against agreed outputs. Involve MAWG in performance assessments. Provide training/ support to remediate weaknesses. If no improvement, replace NMAC after appropriate process is implemented and recorded.	1	3	4
4	PHAMA advisers are ineffective in their intended role.	Poor strategic direction. Ineffective technical oversight. Sub-optimal skills transfer.	3	5	8	Provide proactive management support. Include stakeholder feedback in annual performance reviews. Identify any issues with adviser, implement corrective action, mentor and counsel. If no improvement, replace after appropriate process is implemented and recorded.	1	3	4
31	NMACs (especially ex-government employees) are unable to isolate spillover work demands and agendas from previous positions.	Reduced focus on core activities. Reduced and/or biased support for MAWG process. Lack of job satisfaction. Burn-out.	2	3	5	Clear Terms of Reference and PMO support. Assistance from PMO to help push-back on external demands. High-level stakeholder engagement by PMO to reinforce need for unencumbered and independent role. Relocation of office if necessary.	2 1	2 2	4 3
5	Inability to recruit suitable STAs (qualifications, experience, approach and motivation) at fee rates stipulated by DFAT.	Appropriate skill sets cannot be obtained, impacting on quality of advice provided. Advisers give preference to better-paying work elsewhere, leading to slippage in implementation schedules.	3	5	8	Recruit lower-cost (and less specialised/ experienced STAs). Re-schedule work to when advisers are available. New pool of contractors established in June 2014 gives a wider choice of STAs and better availability.	3 2 3 2	3 3 3 3	6 5 6 5

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
6	STAs do not perform to an adequate standard.	Identified MA priorities not satisfactorily addressed. Weak relationship developed between STAs and in-country stakeholders. Sub-optimal skills transfer.	3	5	8	Maintain a database of possible short-term providers and availability. Develop 'rules of engagement' and provide proactive management support for contracted STAs. Identify any issues with adviser, implement corrective action, mentor and counsel. If no improvement, replace after appropriate process is implemented and recorded.	2 1	4 4	6 5
7	Difficulty of managing and ensuring integrity of a geographically distributed team working across a large number of activities.	NMACs operate in 'silos'. Minimal transfer of experiences between countries. NMACs receive suboptimal mentoring and technical support. Motivation decreases. The PHAMA 'Team' fails to gel.	3	4	7	Ensure robust internal communication protocols. Adequately resource communication equipment. Regular support visits to NMACs by LTAs. Bring NMACs together 2 times/year. Routinely seek NMAC views on the level of support being provided and how this needs to improve. Increased emphasis on designated LTAs having primary oversight for each country with a better structured management hierarchy. Three monthly meetings and cross-training visits now in place. Pilot study to evaluate administrative support needs of NMACS in process in Tonga. NMAC and PMO monthly tele-calls in place.	2 3 2 1	3 3 3 4	5 6 5 5
8	A higher proportion of funds are allocated to better performing PICTs than to others, giving rise to frustration and pressure for non-rational funds allocation.	Government and industry in countries receiving smaller share of funds apply pressure for increased share. Irrational allocation. Reduced cooperation.	3	3	6	Establish and publicise clear allocation rules, processes, and ceilings. Ensure all countries have at least 1–2 high priority MA issues being addressed at any time. Reinforce that allocations are ultimately determined by prior performance and absorptive capacity.	1 2 1	2 3 3	3 5 4
9	The prioritisation process is skewed towards selection of MA priorities that have gender or social inclusion benefits, at the cost of priorities more likely to result in substantial trade benefits.	Efforts to gain or improve MA are not focused in areas most likely to be successful or where economic impact is likely to be greatest.	3	4	7	Actively communicate the higher-level technical (vs. community development) nature of the Program to all stakeholders. Wherever gender/ social inclusion issues can be meaningfully addressed, make sure they are e.g. ensure that where women's groups are involved in export activity, they are represented on the MAWG.	3 2 1	3 3 3	6 5 4

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
10	Mentoring engagement between PMO and SPC is compromised by Component 4 management /funding arrangements and staffing issues; and lack of PMO resources to support institutional development of SPC at the level envisaged by the Theory of Change.	Working relationship between the PMO and C4 fails to develop. Capacity of SPC to fulfil its mandate remains weak. SPC not sufficiently strong to assume a broadened role under Phase 2. Suboptimal performance by SPC compromises the view of C1–3 performance.	5	3	8	Allocate specialised STA to guide institutional development of SPC. Justify additional LTA to support institutional development of SPC during the revision of the Theory of Change to take place at start of Phase 2. Actively work with SPC to redefine its core functions and develop capacity to deliver against these. Closely monitor implementation performance. Hold regular cross-program coordination meetings. Conduct briefings regional trade policy level to publicise the broader PHAMA framework and respective roles of SPC and PMO. SPC and PMO meetings in place. MERI system will help with capacity needs assessment and process of reporting and improvement of MA support.	4 3 4 5 3	3 3 3 3 4	7 6 7 8 7
29	Excessive travel and work demands placed on the 4 professional PMO staff, associated with intensively servicing a heavily decentralised 5-country program from a regional office, leads to burn-out.	Implementation performance suffers.	3	4	7	Increased delegation of work to the NMACs. Increased differentiation of LTA roles and optimisation of travel schedules.	2 2 1	2 2 2	4 4 3
INTERVENTION RISKS									
11	Private sector is reluctant to engage.	Significant program benefits from working with the private sector are not realised. MA priorities addressed by PHAMA are not based in commercial reality. Private sector is not fully involved in development and implementation of required quarantine protocols.	4	4	8	Ensure strong representation of the private sector on the MAWG. Encourage the NMACs to develop a strong relationship with the private sector. Ensure PHAMA support for maintaining MA is oriented towards Private sector / industry activities as well as government activities. Actively promote successes. Expanded the value and number of EDGs as one measure to facilitate more engagement and exploration of new export opportunities. Rotation of MAWG chairs between private and public sectors now established. IWGs also set up and supported in Van and Solomon Islands.	2 1	2 2	4 3

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
33	Key government agencies (especially NPPOs) are reluctant to engage.	Model fails due to mandated role of NPPOs in negotiating new MA arrangements and overseeing implementation of market access conditions.	3	5	8	Renew formal endorsement of the MAWG process by govt. Actively promote the Program to senior government representatives. Promote and acknowledge the central role of the NPPOs in the process. Aim for quick wins to develop and retain interest. Be prepared to invest in NPPO infrastructure and skills development.	2 2	5 4	7 6
12	SPC-managed Component 4 activities are poorly coordinated with MC-managed Component 1–3 activities.	Limited synergy achieved across activities. SPC fails to capitalise on the opportunity to improve core functions through association with PHAMA.	5	3	8	Support SPC to redefine core functions and improve delivery against these. Preparation of consolidated planning and monitoring reports, led by the MC. Adoption of seamless planning and budget approval processes, as far as possible. Conduct of regular coordination meetings. Use the NMACs and MAWGs as a focal point for both PMO and SPC MA-related activities in-country. SPC and PMO meetings in place. MERI system will help with capacity needs assessment and process of reporting and improvement of MA support by SPC	3 4 5 4	3 3 3 4	6 7 8 8
13	Linkage with export-oriented supply chain development projects fails to develop as anticipated.	Opportunities for a cooperative and more integrated approach involving resolution of technical MA constraints and resolution of production/marketing constraints are not fully realised.	5	3	8	Actively network with supply chain development projects to identify technical MA issues. Ensure info on these projects is provided to the MAWGs, and foster their role in creating the linkages. Foster the role of the NMACs as a gateway to the MAWGs for all relevant programs. Maintain a flexible approach, able to address additional MA priorities as the MAWGs make the links and identify needs. Promote at design stage the integration of IWGs into delivery mechanisms of supply chain programmes.	2	2	4
14	Function of the MAWGs is undermined by higher-level or political agendas, against industry wishes and commercial reality.	Prioritisation process becomes politicised. Unrealistic priorities identified. Implementation stalls.	3	5	8	Renew formal endorsement of the MAWG process by govt. Actively publicise the role of the MAWG, and the process and criteria used for identifying priorities. Ensure this process is transparent. In the event of interference, seek high-level meetings to remediate the situation. Don't fund disputed activities. Seek support from DFAT Post/ DFAT.	2 2 1 1	4 3 3 2	6 5 4 3

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
15	MA priorities are overly focussed on gaining new access into Australia and New Zealand, with limited capacity of Australia and New Zealand to process requests.	Number of MA 'wins' is limited by the amount of time Australia and New Zealand agencies are prepared to allocate to PICT requests.	4	4	8	Encourage MAWGs to spread efforts across other countries (including intra-regional trade opportunities). Identify priorities related to maintaining existing access, as well as gaining new access. Lobby BA and NZMPI to allocate more resources to Pacific work.	4 3	3 3	7 6
16	MAWGs are unable to agree on priorities and strategies, and/ or identification of priorities is poor.	Identification of priorities is sub-optimal. Opportunity to gain/maintain MA in critical areas squandered.	5	5	10	Reinforce the criteria and process for determining priorities. Ensure this process is transparent. Promote sense of working for the national good. Measure and report comparison of performance between MAWGs, and actively promote sharing of experiences between MAWGs. Mentor and pro-actively support the Chairs. Reinforce the role of the NMACs in pre-screening and ground-truthing of potential activities. Actively support establishment of linkages between the MAWGs and industry groups, including providing support for establishment of key industry groups where not already present. If MAWG still unable to make sound decisions, undertake Joint Organisational Assessment to identify weaknesses and reasons why dysfunctional. Mediation by the NMACs/ LTAs. Be prepared to change MAWG members if necessary. Don't fund questionable activities.	2 2	5 4	7 6
17	Unable to attract and retain sufficient suitably qualified MAWG members, both government and industry.	MAWG becomes dysfunctional. Decisions are skewed towards particular perceptions and agendas.	4	5	9	Renew formal endorsement of the MAWG process by govt. Actively promote the Program to senior government representatives. Focus on candidates that have active interest/ responsibility for MA. Emphasise representation and outreach functions of MAWG members. Ensure strong NPPO engagement and representation. Identify and include industry and government champions. Actively support establishment of linkages between the MAWGs and industry groups, including providing support for establishment of key industry groups where not already present. Payment of direct expenses. Aim for 'quick wins' to develop and retain interest. Actively promote successes to government and industry. Constantly scout for additional/ replacement members, and be prepared to change.	2 3 2	3 3 3	5 6 5

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
18	Failure to develop a constructive working relationship between industry and government within the MAWG.	Industry loses faith in the process. Government fails to mobilise its resources behind identified priorities.	4	5	9	<p>Renew formal endorsement of the MAWG process by govt. Actively promote the Program to senior government reps. Active facilitation by NMACs, assisted by LTAs. Reinforce/ review the MAWG service charter and dispute resolution procedures. Conduct Joint Organisational Assessment to identify specific issues that need to be addressed. Be prepared to change members if necessary. Downgrade activities that are not fully agreed.</p> <p>Institutionalisation of MAWGs and IWGs now being explored as a marker to sustainability. MAWG Charters used as mediation and governance frameworks for conflict resolution</p>	2 2 2	4 3 2	6 5 4
19	SPC's structural funding issues and inability to recruit and retain core staff results in Component 4 resources being excessively diluted and uncoordinated, with suboptimal delivery.	Capacity of SPC to manage regional MA activities remains weak. SPC not able to assume a broadened role under Phase 2.	5	3	8	<p>Actively engage with SPC management on need for structural reform. Help SPC to re-define core functions. Promote development of a more sustainable, long term funding mechanism for BATS. Closely monitor implementation performance.</p>	4 4 5 4	3 4 4 4	7 8 9 8
20	Improved MA arrangements fail to result in increased (or in the case of existing trade, protection of) export revenues.	Rationale for program is undermined.	4	5	9	<p>Careful selection of MA priorities using defined criteria. Strengthen pre-screening of activities. Be prepared to spend time to get required data. Focus on 'export-ready' industries; and MA issues related to maintaining existing trade. Actively develop linkages with other supply chain projects.</p>	2 2 1	4 3 3	6 5 4
38	Absorptive capacity for Market Access support by the five primary PICTs reaches saturation point and begins to stagnate.	PHAMA and PMO stretched too far and the program becomes inefficient and poorly managed.	3	4	7	<p>Ensure the maintenance of existing export pathways is managed and resourced effectively.</p> <p>Look for new importing countries outside of the Pacific Region.</p> <p>Support institutionalisation of MA bodies to manage and coordinate market access. Work with them on developing independent structures and operations</p>	2	4	6

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
DEVELOPMENT RISKS									
21	Stakeholder understanding of what PHAMA has to offer remains limited and/or expectations of the scale of what it can achieve are unrealistic.	Failure to take advantage of what PHAMA has to offer. Program credibility damaged through inability to meet unrealistic expectations. MAWGs become disillusioned with process and progress. Implementation stalls.	5	4	9	Continue to actively promote what PHAMA offers to key stakeholders. Effectively communicate technical info as well as more general messages. Facilitate realistic expectations through the ASP process, and appropriate media/publicity. Focus on the MAWGs as the central decision-making bodies. Define realistic concrete actions and realistic timelines for resolving specific MA priorities. Promote self-monitoring of progress by the MAWGs. Focus on 'quick wins' wherever possible, especially activities related to <i>maintaining access</i> rather than <i>gaining new access</i> .	2	1	3
22	PHAMA is seen as part of foreign efforts to promote a trade policy agenda (e.g. PACER+).	PHAMA is subject to unrealistic expectations in relation to higher-level trade agendas.	4	3	7	Actively promote PHAMA as providing technical operational assistance to develop exports, separate from the trade policy agenda. Establish formal linkages between the MAWGs and higher trade policy committees where they exist. Actively publicise MA wins and resulting trade benefits.	2 1	2 2	4 3
23	Government (especially NPPO) and/or industry commitment to the PHAMA process is weak.	Key program delivery mechanisms and therefore effectiveness weakened. Local governance and service delivery does not improve.	4	5	9	Renew formal government endorsement of the MAWG process. Support establishment of strong MAWGs. Actively promote the Program to senior government reps. Make sure the NPPO is actively involved and has a central role in the MAWG. Where realistic reflect current government development priorities in the work program. Support government and industry stakeholders to resolve priority issues that lead directly to improved MA and service delivery. Promote successes.	2 2	3 2	5 4
24	PICTs are reluctant to become more proactive in their communication with importing country agencies and management of MA issues.	Passive, 'business-as-usual' approach continues. Resolution of MA issues remains slow.	5	4	9	Increase exposure to issue management and negotiating practices of other countries. Joint regional representations (strength in numbers). Direct use of TA to help build capacity for more effective communications with importing country regulatory agencies.	2	3	5

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
25	Importing countries fail to respond positively to improved management of MA issues by target PICTs and to allocate sufficient resources to progress Pacific MA issues.	Even although MA submissions may be more rational, better prepared and better managed, efficiency in progressing/ addressing issues does not improve.	4	5	9	Use experienced international TA to help facilitate the process. Proactively engage with importing agencies from the outset. Be prepared to change priorities if too difficult. Lobby for increased allocation of resources by importing country NPPOs for Pacific work.	3 2	3 3	6 5
34	Lobbying by importing country domestic industries undermines new MA initiatives.	New market access protocols are not established even when the science is sound and risk is assessed to be manageable.	5	3	8	Careful selection of new MA initiatives. Prepare top quality submissions. Provide guidance to exporting country NPPOs on how to manage the process, including political lobbying if necessary.	3 2	3 3	6 5
26	Insufficient commitment from or resources allocated by PICT governments to support effective quarantine services and CAs, affecting ability to manage MA issues.	Inability to competently engage in the development and management of MA protocols. Failure to take advantage of new opportunities. Existing trade is temporarily or even permanently halted in some products.	4	4	8	Use the MAWG as a key forum to get cross-party agreement on priorities and exert some influence on government resource allocation. Lobby directly with government at senior levels. Provide direct operational support for key government activities and services related to priority products during early years, if necessary. Promote successes. Utilise IWGs as industry specific forum to lobby key decision makers on government resource allocation.	2 3	3 3	5 6
32	Gains in developing export markets for primary products are jeopardised by inadequate exporting country biosecurity systems.	Pest incursions. Poor pest incursion management. Export markets closed/ lost; or compliance costs increased.	4	4	8	Lobby PICT governments for increased resource allocation. Influence SPC towards providing more effective biosecurity support. Improve the effectiveness of PPPO activities with respect to regional biosecurity e.g. by assisting with development of business plans etc. Consider providing targeted support for biosecurity under PHAMA Phase 2.	3	4	7

#	Potential Risk	Potential Impact	Risk Before			Risk Mitigation Strategies by Contractor	Risk After		
27	Key Partners become more dependent on donor support for core functions.	Key Partners fail to drive the MA process and become less independent and competent.	3	4	7	Develop capacity of MAWGs as a key decision-making body. Use the MAWGs to drive and promote sustainability concepts. Continue to develop MAWGs as sustainable institutions as a priority. Work with SPC to develop capacity for third party service provision. Recognise Key Partners in most PHAMA countries (especially government) are and are likely to remain donor dependent for some time. Emphasise 'doing with' rather than 'doing for'. MERI process has mapped out pathway for change for MA bodies to become sustainable and independent. Capacity to do so and willingness remains the challenge.	2 3	2 4	4 7
28	Importing country regulatory agencies are reluctant to recognise the role of PHAMA in helping PICTs deal with MA issues	PHAMA fails to develop credibility as a partner in helping to address issues. Opportunity to use PHAMA resources to advance MA issues and improve communication between importing and exporting regulatory agencies is wasted.	3	5	8	Legitimise the role of PHAMA by renewing formal endorsement of the MAWG process by govt. Cement relationship between the NPPOs and the MAWGs. Develop and maintain strong direct communication channels between PHAMA team and reps of importing country regulatory agencies. Hold routine formal consultations. Promote advantages (not only to PICTs but also to importing countries) of having PHAMA in the mix.	2 3 2	3 3 3	5 6 5
30	PICT Governments and/or political priorities change.	PICT Government support for PHAMA reduces and momentum slows.	3	3	6	Continue to lobby at senior levels on how PHAMA works and the benefits it offers. Engage with other programs and collaborate as required.	3 2 1	2 2 2	5 4 3

APPENDIX E RESOURCE AND COST SCHEDULE FOR COMPONENTS 1-3 (MC STREAM)

Units=AUD

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)												TOTAL		
				2014						2015						2014						2015							Sub-Total	
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May			Jun
1	LONG-TERM ADVISER FEES																													
	Team Members x 11			1	1	2	1	1	1	1	1	1	1	1	1	113,099	113,099	134,312	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	1,378,404	
	SUBTOTAL LTA FEES															113,099	113,099	134,312	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	1,378,404	1,378,404	
2	SHORT-TERM ADVISER FEES																													
	Technical Director (Rob Duthie - activities)		968	-	-	-	5	5	5	-	-	-	-	-	15	-	-	-	4,840	4,840	4,840	-	-	-	-	-	-	14,520		
	Technical Director (Rob Duthie; MNG06)		968	-	-	-	5	5	5	5	5	5	5	5	45	-	-	-	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	43,560		
	Plant Pathologist (Anna Duthie)	days	849		2	6	2	6		2	6	2	6		32	-	1,698	5,094	1,698	5,094	-	1,698	5,094	1,698	5,094	-	-	27,168		
	Quarantine Cert'n & Accreditation Specialist (Stephen Day)		849	20	22	22	23	20	13	22	11	27	13	13	1	207	16,980	18,678	18,678	19,527	16,980	11,037	18,678	9,339	22,923	11,037	11,037	849	175,743	
	Entomologist (Ruth Frampton)		849	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Economic and Market Analyst (David Young)		968	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Theory of Change (A Struwig; MNG05)		853	5	5	5	5	5	5	-	5	5	5	5	5	55	4,265	4,265	4,265	4,265	4,265	4,265	-	4,265	4,265	4,265	4,265	4,265	46,915	
	Agribusiness Industry Institutions (G Martin)		968	-	-	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-		
	M&E (Lyndon Voigt; MNG05)	days	853	6	6	6	6	6	5	5	5	5	5	7	5	67	5,118	5,118	5,118	5,118	5,118	4,265	4,265	4,265	4,265	4,265	5,971	4,265	57,151	
	M&E (TBA)	days	853	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Media and Promotion (TBA; Activity MNG02)	days	773	3	3	3	3	3	-	1	3	3	3	3	2	30	2,319	2,319	2,319	2,319	2,319	-	773	2,319	2,319	2,319	2,319	1,546	23,190	
	Media and Promotion (Activity MNG02; in-country x5)	days	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Institutional Development Adviser (SPC)	days	968	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Institutional Development Adviser (MAWGs)	days	849	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Forestry Specialist (Andrew Piper)	days	667	-	-	9	19	29	5	10	-	5	-	-	-	77	-	-	6,003	12,673	19,343	3,335	6,670	-	3,335	-	-	-	51,359	
	Unspecified STA		851	10	40	52	60	35	-	25	26	21	-	-	-	269	8,510	34,040	44,252	51,060	29,785	-	21,275	22,126	17,871	-	-	-	228,919	
	SUBTOTAL STA FEES															782	37,192	66,118	85,729	106,340	92,584	32,582	58,199	52,248	61,516	31,820	28,432	15,765	668,525	668,525
3	REIMBURSABLE ADVISER SUPPORT COSTS																													
3.1	LTA																													
	Team leader	months	11,309	1	1	1	1	1	1	1	1	1	1	1	1	12	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	135,702	
	DTL & QBS (Bronwyn)	months	11,309	1	1	1	1	1	1	1	1	1	1	1	1	12	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	135,702	

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)												TOTAL		
	QBS (Gavin)	months	11,309	1	1	1	1	1	1	1	1	1	1	1	12	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	11,309	135,702
	QBS (Dale)	months	2,695	1	1	1	1	1	1	1	1	1	1	1	12	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	32,340
	Subtotal LTA Adviser Support Costs														36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	36,621	439,446	
3.2	STA		<i>STP support costs related to the implementation of specific Activities included under Section 5</i>																											
	Technical Director (activities)	days	446	-	-	-	-	5	-	-	-	-	-	-	5	-	-	-	-	-	2,228	-	-	-	-	-	-	-	2,228	
	Technical Director	days	446	-	-	-	5	5	5	5	5	5	5	5	45	-	-	-	2,228	2,228	2,228	2,228	2,228	2,228	2,228	2,228	2,228	2,228	20,053	
	Plant Pathologist	days	446	-	-	6	-	6	-	-	6	-	6	-	24	-	-	2,674	-	2,674	-	-	2,674	-	2,674	-	2,674	-	10,695	
	Quarantine Cert'n & Accreditation Specialist	days	446	6	14	22	14	12	-	22	7	22	7	7	1	134	2,674	6,239	9,804	6,239	5,348	-	9,804	3,119	9,804	3,119	3,119	446	59,714	
	Entomologist	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	International Negotiation Support Specialist	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Economic and Market Analyst	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Agricultural Economist	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Theory of Change revision & update	days	446	-	5	-	-	5	-	-	5	-	5	5	25	-	2,228	-	-	2,228	-	-	2,228	-	2,228	2,228	-	11,141		
	M&E (Lyndon Voigt)	days	446	-	-	-	-	-	-	-	-	-	7	7	-	-	-	-	-	-	-	-	-	-	-	3,119	-	3,119		
	Media and Promotion	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Institutional Development Adviser (MAWGs)	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Forestry specialist	days	446	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Unspecified STA	days	446	5	29	31	47	20	-	17	24	19	-	-	192	2,228	12,923	13,815	20,945	8,913	-	7,576	10,695	8,467	-	-	-	85,561		
	Subtotal STA Adviser Support Costs														4,902	21,390	26,292	29,412	23,618	2,228	19,608	20,945	20,499	10,249	10,695	2,674	192,512			
	Subtotal ADVISER SUPPORT COSTS														41,522	58,011	62,913	66,032	60,239	38,849	56,228	57,565	57,119	46,870	47,316	39,294	631,958			
4	OFFICE ADMIN, EQUIPMENT AND OPERATIONAL COSTS																													
	Program Management Office (Fiji)	month	3,850	1	1	1	1	1	1	1	1	1	1	1	12	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	46,200		
	Samoa Country Office	month	1,455	1	1	1	1	1	1	1	1	1	1	1	12	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	17,460		
	Solomon Islands Country Office	month	3,150	1	1	1	1	1	1	1	1	1	1	1	12	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	37,800		
	Tonga Country Office	month	855	1	1	1	1	1	1	1	1	1	1	1	12	855	855	855	855	855	855	855	855	855	855	855	855	10,260		
	Vanuatu Country Office	month	860	1	1	1	1	1	1	1	1	1	1	1	12	860	860	860	860	860	860	860	860	860	860	860	860	10,320		
	Equipment (incl. IT) replacement	item	2,000	1		1		1		3		2		2	10	2,000	-	2,000	-	2,000	-	4,000	-	4,000	-	4,000	-	18,000		

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)											TOTAL						
	Fiji	lumpsum	1,000	-	-	1	1	1	1	1	1	1	1	1	1	10	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		
	Samoa	lumpsum	1,000	-	-	1	1	1	1	1	1	1	1	1	1	10	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		
	Solomon Islands	lumpsum	1,000	-	-	1	1	1	1	1	1	1	1	1	1	10	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		
	Vanuatu	lumpsum	1,000	-	-	1	1	1	1	1	1	1	1	1	1	10	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		
	Tonga	lumpsum	1,000	-	-	1	1	1	1	1	1	1	1	1	1	10	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		
																															Activity subtotal	50,000	50,000
5.5	Activity MNG05: MERI implementation																																
	STA (fees): Lyndon Voigt	days	853	6	6	6	6	6	5	5	5	5	5	7	5	67	5,118	5,118	5,118	5,118	5,118	4,265	4,265	4,265	4,265	4,265	5,971	4,265	57,151				
	STA (fees): A Struwig	days	853	5	5	5	5	5	5	-	5	5	5	5	5	55	4,265	4,265	4,265	4,265	4,265	4,265	-	4,265	4,265	4,265	4,265	4,265	46,915				
	STA (support costs): Lyndon Voigt	days	446	-	-	-	-	-	-	-	-	-	-	7	-	7	-	-	-	-	-	-	-	-	-	3,119	-	3,119					
	STA (support costs): A Struwig	days	446	-	5	-	-	5	-	-	5	-	5	5	-	25	-	2,228	-	-	2,228	-	-	2,228	-	2,228	2,228	-	11,141				
	Program coordination workshop (MERI)	lumpsum	25,000	-	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-	25,000	-	-	-	-	-	-	25,000	25,000				
																														Activity subtotal	143,326		
5.6	Activity MNG06: Technical Director																																
	STA (fees): Rob Duthie	days	968	-	-	-	5	5	5	5	5	5	5	5	5	45	-	-	-	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	43,560				
	STA (support costs): Rob Duthie	days	446	-	-	-	5	5	5	5	5	5	5	5	5	45	-	-	-	2,228	2,228	2,228	2,228	2,228	2,228	2,228	2,228	2,228	20,053				
																														Activity subtotal	63,613		
5.7	Other meeting costs																																
5.7.1	PMO support visits to NMACs and WGs	trips	2,500	2	3	3	3	3	2	2	2	2	2	2	2	28	5,000	7,500	7,500	7,500	7,500	5,000	5,000	5,000	5,000	5,000	5,000	70,000					
5.7.2	Coordination visits to DA & MPI	trips	2,500	-	-	2	-	-	-	-	-	2	-	-	-	4	-	-	5,000	-	-	-	-	-	5,000	-	-	10,000					
5.7.3	NMAC cross-visits	trips	2,500	-	-	1	1	1	1	1	1	1	1	1	10	-	-	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000						
5.7.4	Program coordination workshop	lumpsum	15,000	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	15,000	15,000					
																													Activity subtotal	120,000	120,000.0		
5.8	Quarantine & Biosecurity Activities																																
	Activity FIJ108 : Papaya & breadfruit to US																																
	STA																																
	Quarantine & Biosecurity Activities																																
	Capital & Infrastructure																																
																														Activity subtotal	-		
	Activity FIJ110 : New MA chilli to Australia																																
	STA																																
	Quarantine & Biosecurity Activities																																
	Capital & Infrastructure																																
																														Activity subtotal	-		

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)										TOTAL
	Activity FIJ16: HACCP accreditation																									
	STA			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Quarantine & Biosecurity Activities			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
																								Activity subtotal		
	Activity FIJ17: Ginger operational requirements																									
	STA fees (Stephen Day)	days	849	-	20	-	15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,715			
	STA costs (Stephen Day)	days	446	-	14	-	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,488			
	Quarantine & Biosecurity Activities			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
																								Activity subtotal		
	Activity FIJ18: Kava quality manual																									
	STA			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	Quarantine & Biosecurity Activities	lumpsum	10,000	-	2	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000			
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
																								Activity subtotal		
	Activity FIJ19: Poultry health survey																									
	STA			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	Quarantine & Biosecurity Activities	lumpsum	10,000	-	-	3	3	3	1	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000			
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
																								Activity subtotal		
	Activity FIJ20: Feasibility of exports to China																									
	STA fees (Unspecified)	days	851	-	-	-	-	-	14	14	14	-	-	-	-	-	-	11,914	11,914	11,914	-	-	35,742			
	STA costs (Unspecified)	days	446	-	-	-	-	-	12	12	12	-	-	-	-	-	-	5,352	5,352	5,352	-	-	16,056			
	Quarantine & Biosecurity Activities	lumpsum	10,000	1	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000			
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
																								Activity subtotal		
	Activity FIJ23: Biosecurity plan for papaya																									
	STA fees (Stephen Day)	days	849	-	-	7	7	7	7	7	-	-	-	-	-	-	-	5,943	5,943	5,943	5,943	5,943	29,715			
	STA costs (Stephen Day)	days	446	-	-	7	-	-	-	7	-	-	-	-	-	-	-	3,122	-	-	-	-	6,244			
	Quarantine & Biosecurity Activities	lumpsum	4,000	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000			
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
																								Activity subtotal		
	Activity FIJ24: Scoping future kava activities																									
	STA fees (Unspecified)	days	851	-	14	-	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,828			

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)										TOTAL						
	Quarantine & Biosecurity Activities	lumpsum	15,000	-	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-	1.0	6	-	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-	15,000	90,000	90,000		
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Activity VAN03: Diagnostic services																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Quarantine & Biosecurity Activities (contract)		21,900	-	-	0.5	-	0.5	-	-	-	-	-	-	-	1	-	-	10,950	-	10,950	-	-	-	-	-	-	-	21,900	21,900		
	Capital & Infrastructure		5,000	-	-	0.5	0.5	-	-	-	-	-	-	-	-	1	-	-	2,500	2,500	-	-	-	-	-	-	-	-	5,000	5,000		
	Activity VAN04: HACCP accreditation																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Quarantine & Biosecurity Activities (contract)		3,000	-	0.5	0.5	-	-	-	-	-	-	-	-	-	1	-	1,500	1,500	-	-	-	-	-	-	-	-	-	3,000	3,000		
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Activity VAN09: Kava quality manual																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Quarantine & Biosecurity Activities		5,000	-	0.5	0.5	-	-	-	-	-	-	-	-	-	1	-	2,500	2,500	-	-	-	-	-	-	-	-	-	5,000	5,000		
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Activity VAN10: Bee health survey																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Quarantine & Biosecurity Activities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Activity VAN11: Vet systems for beef exports																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Quarantine & Biosecurity Activities (contract)		41,500	-	-	0.2	0.4	0.2	-	0.2	-	-	-	-	-	1	-	-	8,300	16,600	8,300	-	8,300	-	-	-	-	41,500	41,500			
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Activity VAN13: Beef products to Korea																															
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Quarantine & Biosecurity Activities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Activity VAN15: Develop kava export standard																															

Ref	RESOURCES	Units	Unit cost	Quantities												Total Cost (AUD)												TOTAL					
	STA fees (Unspecified)	days	851	-	-	5.0	5.0	-	-	-	-	-	-	-	-	10	-	-	4,255	4,255	-	-	-	-	-	-	-	-	-	-	-	8,510	
	Quarantine & Biosecurity Activities (contract)	lumpsum	25,000	-	-	0.5	0.25	0.2	-	-	-	-	-	-	-	1	-	-	12,500	6,250	6,250	-	-	-	-	-	-	-	-	-	-	25,000	25,000
	Capital & Infrastructure	lumpsum	10,000	-	-	-	1.0	-	-	-	-	-	-	-	-	1	-	-	-	10,000	-	-	-	-	-	-	-	-	-	-	10,000	10,000	
	Activity VAN17:Cocoa activity																																
	STA fees (unspecified)	days	851	-	-	5.0	10.0	-	-	-	-	-	-	-	-	15	-	-	4,255	8,510	-	-	-	-	-	-	-	-	-	-	12,765		
	STA costs	days	466	-	-	-	10.0	-	-	-	-	-	-	-	-	10	-	-	-	4,660	-	-	-	-	-	-	-	-	-	-	4,660		
	Quarantine & Biosecurity Activities	lumpsum	18,000	-	-	0.1	0.1	0.3	0.5	-	-	-	-	-	-	1	-	-	1,800	1,800	5,400	9,000	-	-	-	-	-	-	-	-	18,000	18,000	
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Activity VAN18:Industry body development																																
	STA fees (unspecified)	days	851	-	-	5.0	-	5.0	-	-	5.0	-	-	-	-	15	-	-	4,255	-	4,255	-	-	4,255	-	-	-	-	-	-	12,765		
	STA costs	days	466	-	-	5.0	-	-	-	-	5.0	-	-	-	-	10	-	-	2,330	-	-	-	-	2,330	-	-	-	-	-	-	4,660		
	Quarantine & Biosecurity Activities	lumpsum	38,000	-	-	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1	-	-	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	38,000	38,000		
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Activity subtotal																															35,425	
	Activity REGIONAL03: Heads of Quarantine group																																
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Quarantine & Biosecurity Activities		60,000	1	-	-	-	-	-	-	-	-	-	-	-	1	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,000	60,000
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Activity subtotal																															60,000	
	Activity REGIONAL04: Bilateral discussions																																
	STA		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Quarantine & Biosecurity Activities		8,000	-	-	-	1	2	-	1	1	-	-	-	-	5	-	-	-	8,000	16,000	-	8,000	8,000	-	-	-	-	-	-	40,000	40,000	
	Capital & Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Activity subtotal																															40,000	
	Activity REGIONAL05: Handicraft trade																																
	STA fees (Stephen Day)	days	849	-	-	-	-	6	4	-	-	-	-	-	-	10	-	-	-	-	5,094	3,396	-	-	-	-	-	-	-	8,490			
	STA costs (Stephen Day)	days	446	-	-	-	-	6	-	-	-	-	-	-	-	6	-	-	-	-	2,676	-	-	-	-	-	-	-	-	2,676			
	Quarantine & Biosecurity Activities	lumpsum	2,000	-	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-	2,000	-	-	-	-	-	-	-	-	2,000	2,000		
	Capital & Infrastructure	lumpsum	5,000	-	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-	-	5,000	-	-	-	-	-	-	-	5,000	5,000		
	Activity subtotal																															18,166	
	Activity REGIONAL06: Export treatment and certification																																
	STA fees (Stephen Day)	days	849	-	-	-	-	-	-	-	9	12	12	12	-	45	-	-	-	-	-	-	-	-	7,641	10,188	10,188	10,188	-	38,205			
	STA costs (Stephen Day)	days	446	-	-	-	-	-	-	-	7	7	7	7	-	28	-	-	-	-	-	-	-	-	3,122	3,122	3,122	3,122	-	12,488			
	Quarantine & Biosecurity Activities	lumpsum	6,000	-	-	-	-	-	-	-	2	1	1	1	-	5	-	-	-	-	-	-	-	-	12,000	6,000	6,000	6,000	-	30,000	30,000		

Ref	RESOURCES	Units	Unit cost	Quantities													Total Cost (AUD)										TOTAL						
	Capital & Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
													Activity subtotal												80,693								
	Activity REGIONAL07: Export development grants																																
	grants		15,000	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	8	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	-	120,000	120,000
													Activity subtotal												120,000								
	SUBTOTAL ACTIVITY COSTS																	277,522	237,307	483,266	351,432	364,389	170,270	177,160	209,137	236,281	147,365	111,928	161,503	2,927,561			
6	TOTAL MANAGEMENT FEE																																
	MS 4: 2045-15 ASP	0.1	282,188	1.0													1	282,188	-	-	-	-	-	-	-	-	-	-	-	-	282,188		
	MS 5: 6 mnth Progress Rept (Jul-Dec 2014)	0.1	282,188							1.0							1	-	-	-	-	-	-	282,188	-	-	-	-	-	-	282,188		
	SUBTOTAL MANAGEMENT FEE																	282,188	-	-	-	-	-	282,188	-	-	-	-	-	564,376	564,376		
	TOTAL COST FOR 2014/15																	724,600	398,697	666,369	511,322	526,279	330,160	623,238	369,026	400,171	307,254	275,818	321,393	5,454,326	5,454,241		

E.1 Activity Expenditure - Breakdown by Country

Country	Total
Fiji	403,434
Samoa	410,000
Solomons	448,757
Vanuatu	210,760
Tonga	310,221
Regional	318,859
Other	761,916.16
	2,863,947

APPENDIX F LRD CURRENT BUDGET COST SCHEDULE

F.1 SPC Phase 2 Budget Starting August 2013

Units=AUD

Ref	RESOURCES	Total Budget	Expenditure	Balance
1	PHAMA FUNDED NON CORE STAFF			
	Market Access Specialist	145,100		
	Senior Entomologist	136,029		
	ICT (Crops and Animals)	111,839		
	Biosecurity Technician	33,603		
	Information Helpdesk Technician	44,688		
	Trade & Statistics Technician	33,603		
	Pest List Database Technician	33,603		
	Project Assistant	40,473		
	Subtotal PHAMA staff costs	578,940	186445	392,495
2	ADMIN, EQUIPMENT AND OFFICE OPERATIONAL COSTS			
2.1	Program Management Office (Fiji)			
2.1	Phone & internet	12,000	18132	-6,132
2.2	Supplies and consumables	6,000	3643	2,357
2.3	Eqpmt O&M	6,000	5192	808
2.4	Vehicle O&M	6,000	5210	790
2.5	Other transport costs	0		0
2.6	Utilities	6,000	6698	-698
	Subtotal Admin, Eqpmt and Operational Costs	36,000	38875	-2875
3	ACTIVITY COSTS			
3.1	LTP travel costs			
3.1.1	LRD support visits to PICTs	2,000	2063	-63
3.1.2	LRD coord'n visits to PICTs	8,000	14860	-6,860
3.1.3	LRD coord'n visits to NZMPI & DAFF	6,000	3703	2,297
3.1.4	Bi-annual coordination w'shps	35,000	33870	1,130
3.2	PPPO meeting costs			
3.3	PPPO EXO meeting	42,000	43612	-1,612
3.4	ISPM (Int. Stds for Sanitary and Phytosanitary Measures meeting)	158,000	43543	114,457
3.5	Activity costs - LRD capacity build			
3.5.1	BAT staff training - program management	7,500	2228	5,272
3.5.2	BAT staff training - SPS principles	2,500		2,500
3.5.3	BAT staff training - PRA	2,500	2395	105
3.5.4	Develop PPPO Plan and prioritise outputs	6,000	675	5,325
3.6	Regional market access – based on PPPO Workplan			
3.6.1	Capture and prioritise PICT MA requests	40,000	6323	33,677

Ref	RESOURCES	Total Budget	Expenditure	Balance
3.6.2	Develop MA submissions	40,000	20810	19,190
3.6.3	Identify and manage R&D	40,000	30294	9,706
3.6.4	Assist countries negotiate and implement MA	40,000	4293	35,707
	Subtotal activity costs	429,500	208,669	220,831
4.0	SPC Project Management Fee	0	20571	-20,571
	Total	1,044,440	454,560	589,880

APPENDIX G PROPOSED MARKET ACCESS ACTIVITIES COSTS SCHEDULE
G.1 Activity cost schedule LRD PHAMA 2014/15

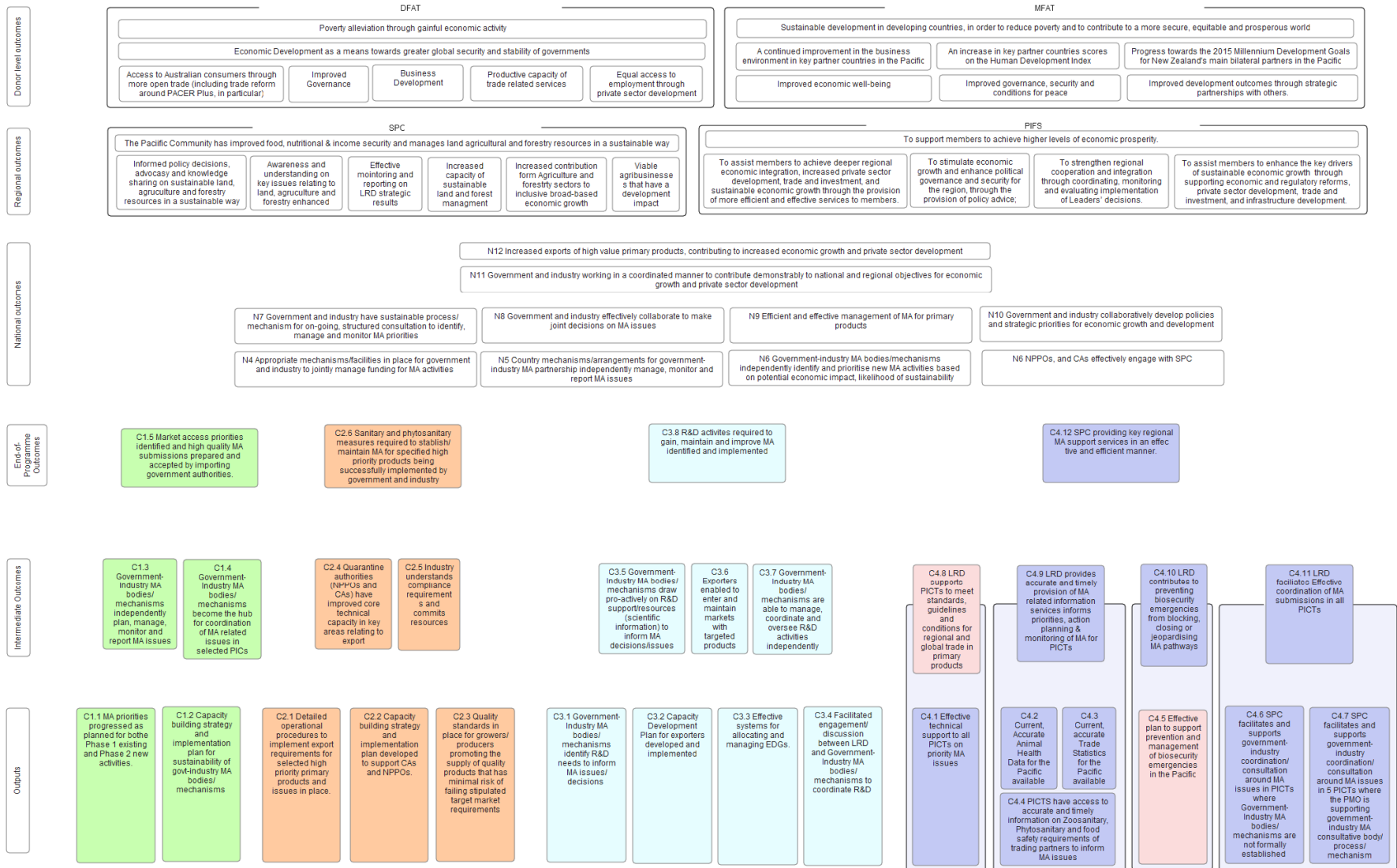
Cost is AUD	Unit	Unit cost	Quantities													Total cost AUD	
			July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total units		
Activity and implementation costs																	
Cook Islands																	
CI1.1: Noni certification																	
Cert costs	lumpsum	40,000.00	0.5	0.5												1.00	40,000.00
STA	days	849.00	10													10.00	8,490.00
STA travel	lumpsum	2,000.00	1													1.00	2,000.00
STA support costs	lumpsum	446.00	10													10.00	4,460.00
CI1.2: Noni bottling																	
Capital costs	lumpsum	40,000.00		0.5	0.5											1.00	40,000.00
CI1.3: Noni assn																	
STA	days	849.00			7											7.00	5,943.00
STA travel	lumpsum	2,000.00			1											1.00	2,000.00
STA support costs	lumpsum	446.00			7											7.00	3,122.00
CI1.4: Noni industry support																	
Secretariat and travel costs	lumpsum	5,000.00				0.5				0.5						1.00	5,000.00
Workshops manuals and industry promotion	lumpsum	20,000.00				0.5				0.5						1.00	20,000.00
CI2.1: Market feasibility study																	
STA	days	849.00									20					20.00	16,980.00
STA travel	lumpsum	2,000.00									1					1.00	2,000.00
STA support costs	lumpsum	446.00									10					10.00	4,460.00

Cost is AUD	Unit	Unit cost	Quantities													Total cost AUD	
			July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total units		
CI3.1: Bilateral discussions																	
STA	days	849.00												10		10.00	8,490.00
STA travel	lumpsum	2,000.00												1		1.00	2,000.00
STA support costs	lumpsum	446.00												10		10.00	4,460.00
Delegation travel accom and expenses	lumpsum	20,000.00												1		1.00	20,000.00
CI3.2 Biosecurity xray machines and training	no funds allocated at this stage																
STA	days	849.00															
STA support costs	lumpsum	446.00															
Machine purchase and training materials	lumpsum	50,000.00															
Cook Islands total expenditure																	\$189,405.00
FSM																	
FSM1.1:Market access workshops																	
STA	days	849.00			14											14.00	11,886.00
STA travel	lumpsum	2,500.00			1											1.00	2,500.00
STA support costs	lumpsum	446.00			10											10.00	4,460.00
Workshop costs	lumpsum	5,000.00			1											1.00	5,000.00
FSM total expenditure																	23,846.00
Guam																	
GM1.1: Growers co-op assess																	
STA	days	849.00							10							10.00	8,490.00
STA travel	lumpsum	2,000.00							1							1.00	2,000.00

Cost is AUD	Unit	Unit cost	Quantities													Total cost AUD	
			July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total units		
STA support costs	lumpsum	446.00								10						10.00	4,460.00
GM2.1: Market feasibility Japan																	
STA	days	849.00				30										30.00	25,470.00
STA travel	lumpsum	2,500.00				1										1.00	2,500.00
STA support costs	lumpsum	446.00				20										20.00	8,920.00
Guam total expenditure																	51,840.00
Marshall Islands																	
MI1.1: Copra facility visit and stocktake																	
STA	days	849.00	14					14								28.00	23,772.00
STA travel	lumpsum	2,000.00	1					1								2.00	4,000.00
STA support costs	lumpsum	446.00	14					14								28.00	12,488.00
Australian audit costs	lumpsum	10,000.00							1							1.00	10,000.00
MI1.2: Copra facility export strategy																	
STA	days	849.00						20								20.00	16,980.00
STA travel	lumpsum	2,000.00						1								1.00	2,000.00
STA support costs	lumpsum	446.00						10								10.00	4,460.00
Marshall Islands total expenditure																	73,700.00
Handicrafts northern region																	
Handi1.1:stocktake issues																	
STA	days	849.00									25					25.00	21,225.00
STA travel	lumpsum	2,500.00									1					1.00	2,500.00
STA support costs	lumpsum	446.00									20					20.00	8,920.00
Handi1.2:marketing strategy																	
STA	day	849.00											25			25.00	21,225.00

Cost is AUD	Unit	Unit cost	Quantities													Total cost AUD	
			July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total units		
STA travel	lumpsum	2,500.00											1			1.00	2,500.00
STA support costs	lumpsum	446.00											20			20.00	8,920.00
Handicrafts total expenditure																	65,290.00
Total expenditure non SPC																	404,081
SPC development																	
SPC1.1: biosecurity systems review																	
STA	day	849.00	20													20.00	16,980.00
STA travel	lumpsum	2,000.00	1													1.00	2,000.00
STA support costs	lumpsum	446.00	14													14.00	6,244.00
SPC1.2: PHAMA integration support																	
STA	day	849.00		14												14.00	11,886.00
STA travel	lumpsum	2,000.00		1												1.00	2,000.00
STA support costs	lumpsum	446.00		10												10.00	4,460.00
SPC total expenditure																	43,570.00
Total activity expenditure 2014/15																	447,651.00

APPENDIX H MERI LOGIC MODEL





GOVERNMENT OIL & GAS INFRASTRUCTURE POWER INDUSTRIAL

URS is a leading provider of engineering, construction, technical and environmental services for public agencies and private sector companies around the world. We offer a full range of program management; planning, design and engineering; systems engineering and technical assistance; construction and construction management; operations and maintenance; and decommissioning and closure services for power, infrastructure, industrial and commercial, and government projects and programs.

URS Australia Pty Ltd
Level 4, 70 Light Square
Adelaide SA 5000
Australia

T: +61 8 8366 1000
F: +61 8 8366 1001

www.urs.com.au