



# PROJECT DOCUMENT

Capacity Building Towards Effective Implementation of  
Sustainable Forest Management Practices in Fiji, Tonga and  
Niue

Secretariat of the Pacific Community

2015 –2018

### Basic Information

<b>Project title(ID)</b>	Capacity Building Towards Effective Implementation of Sustainable Forest Management Practices in Fiji, Tonga and Niue[Project ID:2015P3-SPC]	
<b>Executing agency</b>	Secretariat of the Pacific Community (SPC)	
<b>Implementation agency(ies)</b>	Forestry Divisions within the governments of Fiji, the Kingdom of Tonga and Niue	
Project Director: Mr. Sairusi Bulai, Deputy Director, Land Resources Division, SPC Secretariat Tel: +679 3370733; Email: sairusib@spc.int; Fax: +679 3370021.		
<b>Target area(s)</b> (project locations and context) The forests and tree resources of Fiji, the Kingdom of Tonga and Niue		
<b>Project implementation duration:</b> [June /2015 to June /2018, 36 months]		
<b>Total budget(USD)</b>	<b>666,500</b>	
<b>APFNet grant(USD)</b>	<b>488,500</b>	
<b>Counterpart contribution (USD)</b> (list other funding souces and amounts, specify cash and in-kind contribution)	<b>178,000</b> (In kind, Yr 1 – 48,000; Yr 2 – 79,500; Yr 3 – 34,500)	

## **Project description**

Many of the components for sustainable forest management are present within each economy. However, additional support and assistance will be needed to ensure effective capacity building for the ongoing implementation of sound practices within each economy's unique forests and tree resources.

This project seeks to enhance the capacity of forest owners, forest users and governments to manage the forests of Fiji, Tonga and Niue in a sustainable manner through improved forest management and harvesting practices. The specific objectives of the project are to provide effective strategies and mechanisms for the effective implementation, enforcement and monitoring of forest management plans and codes of logging practice.

The key outcomes will be enhanced socio-economic benefits for forest owners and improved environmental conservation through the development of efficient regulatory frameworks that encourage investment in sustainable management of forest and trees for timber, shelter, watershed protection, carbon sequestration and other purposes.

The key activities are to develop regulatory frameworks for each economy that are effective, practical and transparent. This will be achieved by reviewing the current status of regulatory mechanisms and addressing the key gaps and areas for potential improvements.

The project will use local and international expertise to work collaboratively with governmental entities, landowners, forest industry bodies and other stakeholders to foster a partnership approach to improved forest management.

There will be an emphasis on capacity building to sustain the outcomes into the future through the production of systematic, documented procedures and training packages, including a focus on establishing an ongoing capacity for on-the-job training through train-the-trainer programs.

## **Abbreviations and acronyms**

CTA	Chief Technical Adviser
FAT	Forest and Trees (Programme of SPC)
FMP	Forest management plan
NGOs	Non-government organisations
PIC	Pacific Island Countries
PTO	Project Technical Officer
SPC	Secretariat of the Pacific Community

## **Project details**

### **1. Background and Rationale**

Forests and tree resources are an integral part of land use within Pacific Island economies. However, many of the forest resources have been depleted through agricultural clearing and unsustainable harvesting practices. The adoption of sustainable forest management practices has the potential to substantially improve the environmental, social and economic benefits that forests and trees can bring to landowners and communities.

The Secretariat of the Pacific Community has, over the years, supported its member economies in building their capacities to better manage their forest and tree resources, which are mostly managed by small family groups under customary land ownership. SPC has assisted a number of economies in the formulation and/or revision of their code of logging practices and also organized preliminary training in the implementation of the codes to reduce the negative impacts of logging in their environments.

Fiji has a comprehensive forest policy framework in place. The Fiji Forest Policy Statement (2007) recognizes the need for forest management plans to be prepared for each forest management unit and for these plans to be aggregated into a plan of Fiji over time. The Policy also requires the preparation of harvesting plans for each logging coupe, consistent with the Forest Harvesting Code of Practice. SPC recently assisted Fiji complete the revision of its Code (2013). The immediate priority for Fiji is to promote the effective implementation of the Code.

Niue has a National Forest Policy Statement (2003), a Code of Harvesting Practice (2004) and a draft national forest management plan (2013), which was prepared with the assistance of SPC. The immediate priorities for Niue are to finalize and promote the effective implementation of the forest management plan and the Code.

Tonga has a Tonga National Forestry Policy (2009) and a Code of Practice for the Sustainable Management of the Forests and Tree Resources of Tonga (2010), which was completed with the assistance of SPC. The immediate priorities for Tonga are to prepare a forest management plan of Tonga and to develop effective implementation strategies for the management plan and the Code.

Forest legislations in Tonga and Niue are currently being revised and this project will play an important role in assisting with implementation and capacity building for enhanced forest management outcomes.

In summary, many of the components for sustainable forest management are present within each economy. However, additional support and assistance will be needed to ensure effective capacity building for the ongoing implementation of sound practices within each economy's unique forests and tree resources.

This project seeks to improve the implementation of sustainable forest management practices in Fiji, Tonga and Niue, consistent with the objectives of APFNet as follows:

- Forest cover will be increased through training and education programs that actively promote and support the ongoing management of existing forests and increase the extent of new tree plantings.
- Forest productivity and carbon stocks will be enhanced through forest management plans and codes of practice that promote the selection of suitable species and silvicultural systems for the re-planting of non-productive land and increased tree planting in agricultural landscapes through woodlots, agroforestry and row plantings.
- Forest loss, degradation and the emission of greenhouse gasses will be reduced by implementing codes of practice through training, education and effective regulation.
- Sustainable forest management and biodiversity conservation will be strengthened through the implementation of sound forest management plans, using partnership approaches between government and landowners and training and education programs on environmental sustainability.
- Socio-economic benefits will be enhanced by developing practical and efficient regulatory frameworks that encourage investment in growing trees, timber processing and trade.

## **2. Goal(s) and Objectives**

2.1 The goal is for Fiji, Tonga and Niue to have enhanced capacity for sustainable forest management.

2.2 The objectives are as follows:

1. To develop a forest management plan (FMP) for Tonga and to complete the FMP for Niue.
2. To develop strategies and mechanisms for effective implementation of the FMPs and codes of forest practices in Tonga, Fiji and Niue.
3. To develop mechanisms for monitoring and reporting on the implementation of the FMPs and codes of forest practices in Tonga, Fiji and Niue.

### 3. Outputs and Activities

***Output A: The project is managed in a transparent, accountable, effective and efficient way by the SPC in collaboration with the Fiji, Tonga and Niue under the guidance of APFNet***

Activity A.1: Organize a regional inception workshop for the three economies with Project Steering Committee (PSC) members and coordinators of the three economies.

Activity A.2: Organize three inception workshops in each economy separately with relevant stakeholders including government departments, landowner groups, forest industry and non-government organizations (NGOs).

Activity A.3: Facilitate and organize at least one PSC meeting in each Project Year.

Activity A.4: Support Working Committees (WC) of Fiji, Tonga and Niue quarterly meetings in each economy.

Activity A.5: Facilitate and support regular external project monitoring, one Mid-term External Evaluation and a Terminal External Evaluation.

Activity A.6: Organize Project Completion Workshops in each economy.

***Output 1.1: A background report is prepared to review the current status of forests and forest management in Tonga and to highlight the issues that are relevant for consideration under a FMP of Tonga***

Activity 1.1.1 Collect and review background information, and incorporate the findings from reviews and workshops into a background report for Tonga.

Activity 1.1.2 Three workshops are conducted with relevant stakeholders, including government departments, landowner groups, forest industry and non-government organizations (NGOs) to raise awareness, mobilize support and seek input into the development/completion of a FMP.

***Output 1.2: FMPs are completed for Tonga and Government of Niue***

Activity 1.2.1 Draft FMP for Tonga in consultation with stakeholders.

Activity 1.2.2 Three workshops are conducted with stakeholders to review and revise the draft FMP for Tonga.

Activity 1.2.3 One workshop is conducted with stakeholders to review and revise the draft FMP Niue.

Activity 1.2.4 Propose implementation plans, which will include any changes that may be required to legislation or institutional arrangements, and submit together with the revised FMPs to government for approval together with (see also activity 2.2.3 below).

Activity 1.2.5 Print FMPs and publish on relevant websites (see also activity 2.3.1 below).

***Output 2.1 Background reports are prepared to review the current legal and policy framework, institutional arrangements and mechanisms for implementing FMPs and codes of practices in the economies of Tonga, Fiji and Niue.***

Activity 2.1.1 Collect background information on the regulatory frameworks.

Activity 2.1.2 Review the current status of the key components of the regulatory frameworks – (1) legal and governance; (2) planning; (3) implementation (including training); (4) enforcement; (5) monitoring and reporting; (6) review and improvement.

Activity 2.1.3 A study tour is organized for Pacific Island representatives (2 from each project economy) to study the implementation of FMPs and codes of practice in two Australian States (Queensland and Tasmania) to broaden knowledge and witness achievable standards.

***Output 2.2 Implementation strategies are developed and submitted for governmental approval.***

Activity 2.2.1 Develop different options using the findings from Output 2.1 to improve and strengthen the regulatory frameworks for implementing FMPs and Codes.

Activity 2.2.2 To review options for implementing FMPs and codes of forest practices through consultation workshops and meetings with government, industry, landowners and other relevant stakeholders.

Activity 2.2.3 Propose implementation strategies and submit the strategies to government for approval and publication (this will be done at the same time as activity 1.2.4 above).

***Output 2.3 Training and education packages are developed to promote implementation of the FMPs and codes of practices.***

Activity 2.3.1 Produce information on FMPs and codes of forest practice in hard copy and web-based format for government officers, land owners, forest industry and NGOs.

Activity 2.3.2 Produce a shortened field guide of the Codes in English and local languages for field operators and forest owners.

Activity 2.3.3 Conduct awareness raising workshops for all stakeholders (three in Tonga; two in Fiji and one in Niue).

Activity 2.3.4 Produce a summary leaflet of the FMPs and Codes in English and local languages for local communities.

Activity 2.3.5 Conduct training needs analyses to identify priorities for training in forest establishment, harvesting, roading and environmental sustainability at various levels, including forest planners, forest supervisors and forest operators.

Activity 2.3.6 Develop and conduct train-the-trainer programs to provide ongoing training for governmental staff, forest industry, landowner groups and NGOs (one course in each economy) (see also activities 2.4.3 and 3.3.1).

***Output 2.4 Enforcement strategies are in place***

Activity 2.4.1 Draft enforcement protocols to prescribe the procedures for taking enforcement measures, including roles and responsibilities of various institutions, powers of authorized officers, evidence requirements, natural justice and decision-making matrix to take account of aspects such as cause, seriousness and mitigating factors.

Activity 2.4.2 Conduct consultations with regulatory and stakeholder bodies on the draft protocol.

Activity 2.4.3 Conduct training programs for enforcement officers (one course in each economy).



***Output 3.1 Institutional arrangements are in place to monitor the implementation of the FMPs and codes of practices.***

Activity 3.1.1 Conduct consultations with government and other stakeholders to clarify the roles and responsibilities of various bodies with respect to monitoring the implementation of the FMPs and codes of practices.

Activity 3.1.2 Develop action plans to implement any changes to institutional arrangements for monitoring and reporting (see also activities 1.2.4 and 2.2.3).

***Output 3.2 Monitoring and reporting protocols are developed***

Activity 3.2.1 Draft protocols to prescribe the process for monitoring and reporting, including checklists, judgment criteria, scoring system and templates for reporting.

Activity 3.2.2 Field test the draft protocols with practitioners in each economy under a range of conditions and revised as necessary.

***Output 3.3 Training programs are developed and conducted***

Activity 3.3.1 Conduct training programs to train and accredit forestry officers in monitoring and reporting of standards being achieved under FMPs and codes of forest practice (one course in each economy).

**4. Risks and Assumptions**

<b>Assumption</b>	<b>Risk</b>	<b>Consequences</b>	<b>Management of risks</b>
1. Governments will approve the FMPs and codes of forest practice	Governments will not approve the FMPs and codes, or approval will not be given in a timely manner	1. Training and education programs may be delayed or precluded. 2. FMPs and codes will not be implemented	1. Effective and regular consultation with government and all stakeholders 2. Adapt proposals to address concerns
2. Stakeholders will support the development and implementation of FMPs and codes	Stakeholders will not support all aspects of FMPs and codes	3. Stakeholders may lobby government to reject the FMP and codes. 4. Poor compliance with FMPs and codes that are approved by government.	3. as for 1 and 2 above 4. Provide effective education and information programs

<b>Assumption</b>	<b>Risk</b>	<b>Consequences</b>	<b>Management of risks</b>
3. Resources will be adequate to implement the FMPs and codes	Landowners, industry and governments will not have adequate resources for implementation	5. FMPs and codes will be poorly implemented	5. FMPs and codes will be designed to be simple and practical 6. Implementation strategies will be designed to take account of resource constraints, using practical strategies, such as co-regulatory and partnership approaches.
4. Forestry officers will accept their new roles and responsibilities	Forest officers will not be supportive of any changes to their roles and responsibilities	6. FMPs and codes will be poorly implemented	7. Ensure effective consultation with forestry officers and take account of their concerns. 8. Provide effective training programs
5. The project will have access to high quality expertise and experience	Local practitioners and project team do not have adequate expertise and experience	7. Project outcomes may not achieve high standards	9. Ensure the engagement of highly qualified project team and local practitioners 10. Ensure the ongoing commitment of governments to making their senior officers available for the project.
6. The project budget is adequate to achieve all outputs.	Funding or budget management is not adequate	8. Some activities may not be adequately funded and delivered.	11. Accurate and rigorous budget control will be maintained.

## **5. Institutional Management and Communication**

The Project will have a Project Steering Committee (PSC) that will consist of the SPC-LRDs' Forest and Trees Programme Advisor, and the Heads of Forestry in Fiji, Niue and Tonga. The PSC will meet at least once a year to review performance. To ensure effective use of resources, PSC meetings will be organized back to back with other regional forestry meetings. The Project economies will set up their own Working Committee (WC) that will be chaired by their representative in the PSC. The WC should at least have representatives from the Forestry Department/Division, the industries and the landowners. They shall meet on a quarterly basis to co-ordinate implementation of activities.

SPC will be the Project Executing Agency and allocate the following Forest and Trees (FAT) staff to this project as the Project Team

- Mr Sairusi Bulai, the Deputy Director for LRD who has a vast experience in the forestry sector and in project management will oversee the implementation of this project would be the Project Director;
- Mr Jalesi Mateboto, Community Forestry Technician will be the Project Technical Officer (PTO). He has extensive field experience in Forest management, applied research, and project implementation;
- Ms Bale Wilikibau, Programme Assistant will look after the Project Administration and Finance; and
- Mr Vinesh Prasad will deal with Communication and Extension.

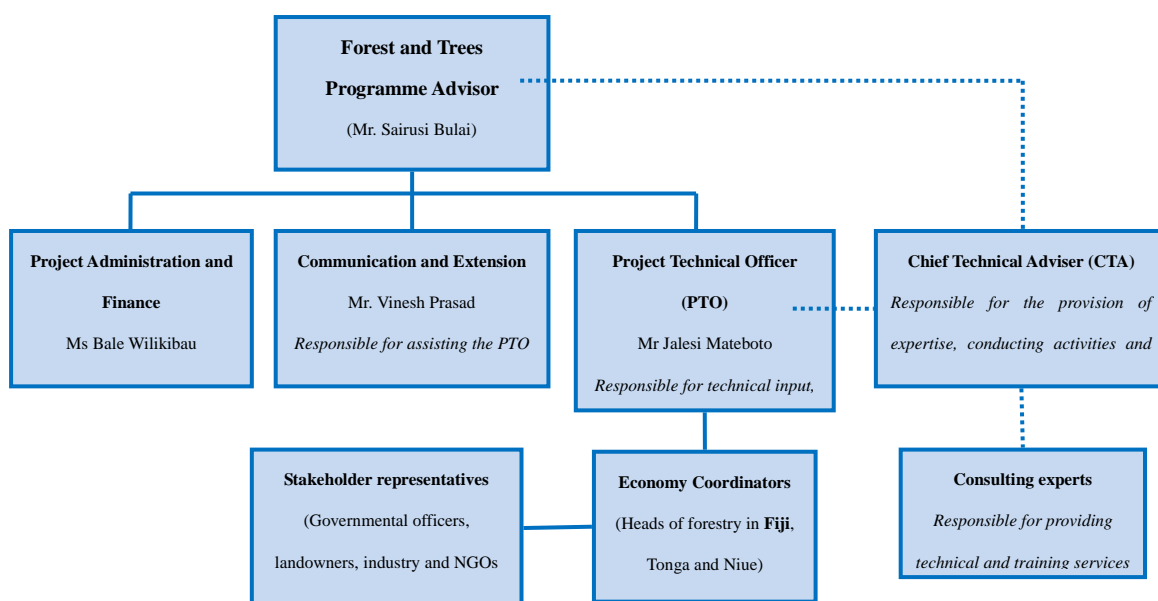
The project will engage an international consultant for the role of Chief Technical Adviser (CTA) from the preliminary stage of the Project Implementation. The CTA will be recruited based on the project needs following the *APFNet Procedures for Project Consultant Selection and Recruitment*. Terms of Reference should be provided for APFNet review before such sub-contracting

The Implementing Agencies will therefore, include the following through contracting with SPC or official endorsement:

Fiji- the Forestry Department, Fiji Hardwood Corporation Ltd, Fiji Pine Ltd, Fiji Forest Industries and the members of the Fiji Sawmillers Association. All of these partners have confirmed their support in the provision of staff for consultation, conference rooms for workshops, provision of vehicles for transportation, and attendance of officers at the workshops and training courses. The Fiji Forestry Department is currently implementing a complementary project on SFM jointly funded by the SPC/GIZ and government of Fiji.

Tonga – the Forestry Division of the Ministry of Agriculture, Food, Forests and Fisheries in consultation with other government agencies, landowner representatives, Tonga Forest products and NGOs. The SPC and Tonga Forestry Division have successfully completed other projects on a collaborative basis with key stakeholders, including the development of the code of practice for the ‘Eua plantations and the National Code of Practice. The above parties will provide support in the provision of staff for consultation, conference rooms for workshops, provision of vehicles for transportation, and attendance of officers at the workshops and training courses.

Niue - the Forestry Division of the Department of Agriculture, Forests and Fisheries in consultation with other government agencies, landowner representatives, NGOs and timber processors. The SPC and Niue Forestry Division have previously worked in partnership to develop the draft Niue Forest Management Plan.



## 6. Project resources and financial management

Please refer to budget details in Annexes C. Funds will be managed and co-ordinated from SPC Suva office and will be disbursed to economies for specific project activities under the budget control and audit system implemented within SPC. The SPC has official documented Standard Operation Procedures - “Financial Policies and Procedures Manual” with regards to internal compliance. Auditing of SPC accounts are normally done annually by an external auditing firm.

## 7. Monitoring and evaluation

The project implementation will be monitored as follows-

- Semi-annual and Annual Progress Reports (PPRs & APRs) will be prepared and submitted to APFNet at six monthly intervals.
- The PPRs & APRs will outline activities undertaken during the period and the outputs against the indicators of achievements detailed in Annex B and the project work plan in Annex C.
- The reports will include a financial report on expenditure against the work plan.
- SPC will undertake regular monitoring under its internal business system where project funds will be given a special code within the system. The SPC uses the software Projects Finance Navigation to record all the project financial details. If required, SPC will go into a financing agreement which details the reporting requirements and acquittal process with the project economies.
- SPC will review progress every six months to determine if any changes are needed to be made to the work program in order to ensure that the project objectives are met.
- APFNet will designate external evaluator(s) for mid-term and final project evaluations.

## 8. Dissemination, duplicability and sustainability

The outputs of the project will be disseminated on a regular basis throughout the project by way of the consultation workshops and the information media detailed in section 3 of this document, as follows (note that some of these activities will be undertaken jointly)-

### *Workshops*

1.1.2 Three workshops are conducted with relevant stakeholders, including government departments, landowner groups, forest industry and non-government organisations (NGOs) to raise awareness and seek input into the development/completion of a FMP. Total expected participants = 50

1.2.2 Three workshops are conducted with stakeholders to review and revise the draft FMP for Tonga. Total expected participants = 50

1.2.3 One workshop is conducted with stakeholders to review and revise the draft FMP for Niue. Total expected participants = 15

2.2.2 Consultations are conducted with government, industry and relevant stakeholders to review options for implementing FMPs and codes of forest practices.

2.3.3 Awareness workshops are conducted for all stakeholders (three in Tonga; two in Fiji and one in Niue). Total expected participants = 100

2.4.2 Consultations are held with regulatory and stakeholder bodies on the draft protocol

3.1.1 Consultations are held with government and other stakeholders to clarify the roles and responsibilities of various bodies with respect to monitoring the implementation of the FMPs and codes of practices.

### *Dissemination of information*

1.2.5 FMPs are published and posted on relevant websites (see also activity 2.3.1 below)

2.3.1 Information on FMPs and codes of forest practice are produced in hard copies and web-based formats for government officers, land owners, forest industries and NGOs.

2.3.2 Shortened field guides of the Codes are produced in English and translated into local languages for field operators and forest owners.

2.3.4 Summary publications of the FMPs and Codes are produced in English and local languages for local communities.

### *Training*

2.3.6 Train-the-trainer programs are developed and conducted to provide ongoing training for governmental staff, forest industry, landowner groups and NGOs (one course in each economy) (see also activities 2.4.3 and 3.3.1).. Total expected participants = 40

2.4.3 Training programs are conducted for enforcement officers (one course in each economy). Total expected participants = 40

3.3.1 Programs are conducted to train and accredit forestry officers in monitoring and reporting of standards being achieved under FMPs and codes of forest practice

*Study tour*

2.1.3 A study tour is organised for Pacific Island representatives (two from each project economy) to study the implementation of FMPs and codes of practice in two Australian States (Queensland and Tasmania). This is to broaden their knowledge and witness achievable standards. Total expected participants = 12

SPC has an extensive communication network within the Pacific and it will use this network to disseminate the results of the project more widely throughout the Pacific and in regional and international fora. The Forest and Trees team will organise press releases with the regional media and can also upload information in the SPC web page and link to the SPC Forest Restoration Network, Pacific Agriculture and Forestry Policy Network (PAFPNet) and the Regional information portal on REDD+.

SPC will actively use its network to ensure that the knowledge and experience gained from this project is used to assist and support measures to enhance the capacity for implementing sustainable forest management practices in other Pacific Island Economies

The ongoing implementation of the project's outputs will be sustained as follows-

- Practical, systematic procedures will be in place for each economy
- Institutional roles and responsibilities will be better defined
- Staff will be trained and have the capacity to conduct ongoing train-the-trainer programs

SPC will continue to provide technical advice and support as required to maintain capacity and make ongoing improvements to the procedures and training courses over time. SPC will co-ordinate regional technical backstopping through South-South co-operation.

## Annex A: Project sites map and relevant information



### Fiji

Fiji, officially the Republic of Fiji, is located in Melanesia in the South Pacific Ocean about 2,000 km northeast of New Zealand's North Island. Its closest neighbours are Vanuatu to the west, New Caledonia to the southwest, New Zealand's Kermadec Islands to the southeast, Tonga to the east, the Samoas and France's Wallis and Futuna to the northeast, and Tuvalu to the north.

It comprises an archipelago of more than 332 islands, of which 110 are permanently inhabited, and more than 500 islets, amounting to a total land area of 18,300 km<sup>2</sup>. The farthest island is Onu-i-Lau. The two major islands, Viti Levu and Vanua Levu, account for 87% of the population of almost 860,000. The capital and largest city, Suva, is on Viti Levu. About three-quarters of Fijians live on Viti Levu's coasts, either in Suva or in smaller urban centres like Nadi (tourism) or Lautoka (sugar cane industry). Viti Levu's interior is sparsely inhabited due to its terrain.

The majority of Fiji's islands were formed through volcanic activity starting around 150 million years ago. Today, some geothermal activity still occurs on the islands of Vanua Levu and Taveuni. The climate in Fiji is tropical marine and warm year round with minimal extremes. The warm season is from November to April and the cooler season lasts from May to October. Temperature in the cool season still averages 22 °C. Rainfall is variable,

## **Annex A: Project sites map and relevant information**

with the warm season experiencing heavier rainfall, especially inland. Winds are moderate, though cyclones occur about once a year (10–12 times per decade).

Fiji has one of the most developed economies in the Pacific island realm due to an abundance of forest, mineral, and fish resources. Today, the main sources of foreign exchange are its tourist industry and sugar exports. (Wikipedia, 2014a)

### **Tonga**

Tonga, officially the Kingdom of Tonga, is a polynesian sovereign state and archipelago comprising 176 islands with a surface area of about 750 km<sup>2</sup> scattered over 700,000 km<sup>2</sup> of the southern Pacific Ocean, of which 52 are inhabited by its 103,000 people. Tonga stretches over about 800 kilometers in a north-south line about a third of the distance from New Zealand to Hawaii. It is surrounded by Fiji and Wallis and Futuna (France) to the northwest, Samoa to the northeast, Niue to the east, Kermadec (part of New Zealand) to the southwest, and New Caledonia (France) and Vanuatu to the west.

Tonga has never lost its sovereignty to a foreign power. In 2010 Tonga took a decisive step towards becoming a fully functioning constitutional monarchy, after legislative reforms paved the way for its first partial representative elections. Administratively, Tonga is sub-divided into five divisions: Eua, Ha'apai, Niuas, Tongatapu, and Vava'u.

Tonga has a tropical climate with only two seasons, wet and dry, with most rain falling between February and April. The tropical cyclone season currently runs from 1 November to 30 April, though tropical cyclones can form and affect Tonga outside of the season. (Wikipedia, 2014b)

### **Niue**

Niue is located in the South Pacific Ocean, 2,400 kilometers northeast of New Zealand within the triangle formed by Tonga to the west, Samoa to the north, and the Cook Islands to the east. Its land area is 260 km<sup>2</sup> and its population, predominantly Polynesian, is around 1,400. Niue is a self-governing state in free association with New Zealand, and most of its diplomatic relations are conducted by New Zealand on its behalf.

Niue is one of the world's largest coral islands. The terrain consists of steep limestone cliffs along the coast with a central plateau rising to about 60 metres above sea level. A coral reef surrounds the island, with the only major break in the reef being in the central western coast, close to the capital, Alofi. A notable feature is the number of limestone caves found close to the coast. The island has a tropical climate, with most rainfall occurring between November and April. (Wikipedia, 2014c)

Wikipedia. (2014 a). Fiji. Retrieved 16th, June, 2014 from <http://en.wikipedia.org/wiki/Fiji>

Wikipedia. (2014 b). Tonga. Retrieved 16th, June, 2014 from <http://en.wikipedia.org/wiki/Tonga>

Wikipedia. (2014 c). Niue. Retrieved 16th, June, 2014 from <http://en.wikipedia.org/wiki/Niue>



**Annex B: Project logical framework**

<b>Items</b>	<b>Intervention logic</b>	<b>Objectively verifiable indicators of achievement<sup>5</sup></b>	<b>Sources of information and means of verification<sup>6</sup></b>	<b>Assumptions<sup>7</sup></b>
<b>Goal</b>	The goal is for Fiji, Tonga and Niue to have enhanced capacity for sustainable forest management.	Fiji, Tonga and Niue will have strategies and mechanisms in place for the effective implementation of forest management plans (FMPs) (Tonga and Niue) and codes of forest practice (all). Each economy will have mechanisms in place and the capacity to conduct training and undertake monitoring and reporting on the standards that are being achieved.	FMPs, strategies and monitoring and reporting protocols are obtained	Once the project has ended the economies will provide the support necessary to maintain effective strategies for sustainable forest management.

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1 To develop a forest management plan (FMP) for Tonga and to complete the FMP for Niue</li> <li>2 To develop strategies and mechanisms for effective implementation of the FMPs and codes of forest practices in Tonga, Fiji and Niue</li> <li>3 To develop mechanisms for monitoring and reporting on the implementation of the FMPs and codes of forest practices in Tonga, Fiji and Niue.</li> </ol>	<ol style="list-style-type: none"> <li>1. Approved FMPs are in place and are being implemented in Tonga and Niue</li> <li>2. Approved implementation strategies are in place</li> <li>3. Approved monitoring protocols are in place and are being implemented in Fiji, Tonga and Niue</li> </ol>	<ol style="list-style-type: none"> <li>1. Copies of the approved FMPs are obtained</li> <li>2. (a) Copies of the proposed implementation strategies are obtained (b) copies of information leaflets and web pages on the FMP and codes are obtained (c) copies of the field guide for the codes are obtained (d) copies of the summary leaflet of the FMPs and code in English and local languages are obtained (e) Copies of training needs analyses and training packages are obtained and reports on persons who have been trained. (f) Copies of the enforcement protocols are obtained</li> <li>3. (a) Copies of the action plans are obtained (b) Copies of the training programs and reports on persons trained are obtained.</li> </ol>	<p>Stakeholders will support the objectives and governments will approve the FMPs and implementation actions for the FMPs and Codes and will allocate sufficient resources for ongoing implementation and support.</p>

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
<b>Output 1.1</b>	A background report is prepared to review the current status of forests and forest management in Tonga and to highlight the issues that are relevant for consideration under a FMP of Tonga Primary responsibility- Project team in consultation with stakeholders	The background report is accepted by stakeholders and government as an accurate account of current status and issues	The background report is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 1.1.1	Background information is gathered, collated and reviewed and the findings from reviews and workshops are incorporated into a background report for Tonga. Primary responsibility- Project team in consultation with stakeholders	The Background report is reviewed by stakeholders and government officers to check for accuracy and comprehensiveness	The background report is obtained	Information is available in an accessible form
Activity 1.1.2	Workshops are conducted with relevant stakeholders, including government departments, landowner groups, forest industry and non-government organisations (NGOs) to raise awareness and seek input into the development/completion of a FMP. Primary responsibility- Project team in consultation with stakeholders	One workshop in each of the four major island groups is conducted. Workshops are well attended, with a good representation of stakeholders	Workshop reports provide evidence of effective consultation	Stakeholders have sufficient interest and capacity to attend workshops

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Output 1.2	FMPs are completed for Tonga and Niue Primary responsibility- Project team in consultation with government officials	The FMPs are approved by government	The FMPs are obtained	Governments will approve the FMPs in a timely manner
Activity 1.2.1	A draft FMP for Tonga is prepared in consultation with stakeholders Primary responsibility- Project team in consultation with government officials	A draft FMP is completed together with evidence of consultation with stakeholders	The draft FMP is obtained Reports on consultation workshops are obtained	Stakeholders provide constructive input into the formulation of the FMP
Activity 1.2.2	Workshops are conducted with stakeholders to review and revise the draft FMP for Tonga Primary responsibility- Government Officers and Project team	Three workshops across the major island groups are conducted. Workshops are well attended, with a good representation of stakeholders	Workshop reports provide evidence of effective consultation	Stakeholders have sufficient interest and capacity to attend workshops
Activity 1.2.3	Workshops are conducted with stakeholders to review and revise the draft FMP Niue Primary responsibility- Government Officers and Project team	One workshop is conducted. Workshop is well attended, with a good representation of stakeholders	Workshop report provides evidence of effective consultation	Stakeholders have sufficient interest and capacity to attend workshop

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Activity 1.2.4	<p>Revised FMPs are submitted to government for approval together with a proposed implementation plan, which will include any changes that may be required to legislation or institutional arrangements (see also activity 2.2.3 below).</p> <p>Primary responsibility- Project team and Government Officers</p>	FMPs and implementation plans are submitted by the end of second year	FMPs and implementation plans are obtained	Stakeholders and government are in support of the documents and there are no unresolved issues
Activity 1.2.5	<p>FMPs are published and posted on relevant websites (see also activity 2.3.1 below)</p> <p>Primary responsibility- Government Officers</p>	Copies of FMPs are available in hard copies and posted via websites	Copies are obtained and websites are checked	Government approval is given to the publication of the FMPs
Output 2.1	<p>Background reports are prepared to review the current legal and policy framework, institutional arrangements and mechanisms for implementing FMPs and codes of practices in Tonga, Fiji and Niue.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	The background report is accepted by stakeholders and government as an accurate account of current status and issues	The background report is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Activity 2.1.1	<p>Background information on the regulatory frameworks is gathered and collated.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	<p>The Background report is reviewed by stakeholders and government officers to check for accuracy and comprehensiveness</p>	<p>The Background report</p>	<p>Information is available in an accessible form</p>
Activity 2.1.2	<p>The current status of the key components of the regulatory frameworks is reviewed – (1) legal and governance; (2) planning; (3) implementation (including training); (4) enforcement; (5) monitoring and reporting; (6) review and improvement.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	<p>The Background report is reviewed by stakeholders and government officers to check for accuracy and comprehensiveness</p>	<p>The Background report</p>	<p>Information is available in an accessible form</p>
Activity 2.1.3	<p>A study tour is organised for Pacific Island representatives (2 from each project economy) to study the implementation of FMPs and codes of practice in two Australian States (Queensland and Tasmania).</p> <p>Primary responsibility- Government officers in liaison with the Project team and Australian officers</p>	<p>A study tour is completed in year 2 with good representation of relevant persons from Pacific Island economies (PIC)</p>	<p>Study tour reports are submitted by each participating economy</p>	<p>Relevant persons from PIC are available to attend the study tour and Australian officials are available to organise and host the tour.</p>

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Output 2.2	<p>Implementation strategies are developed and submitted for governmental approval.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	A report on implementation strategies is accepted by stakeholders and government	The report is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 2.2.1	<p>The findings from Output 2.1 are used to develop options to improve and strengthen the regulatory frameworks for implementing FMPs and Codes</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	The report on implementation strategies contains options to improve the regulatory frameworks	The report is obtained and checked	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 2.2.2	<p>Consultations are conducted with government, industry and relevant stakeholders to review options for implementing FMPs and codes of forest practices.</p> <p>Primary responsibility- Government Officers and Project team</p>	All key stakeholders are identified and consulted.	Project reports provide evidence of effective consultation	Stakeholders have sufficient interest and capacity to make representatives available for consultation.
Activity 2.2.3	<p>Proposed implementation strategies are submitted to government for approval and publication (this will be done at the same time as activity 1.2.4 above).</p> <p>Primary responsibility- Project team and Government Officers</p>	Implementation strategies are submitted by the end of year 2	Implementation strategies are obtained	Stakeholders and government are in support of the documents and there are no unresolved issues

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Output 2.3	<p>Training and education packages are developed to promote implementation of the FMPs and codes of practices.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	<p>Training packages are accepted by government and stakeholders</p>	<p>The training packages are obtained, together with reports of training programs that have been conducted, including the number of people trained and the organisations represented.</p>	<p>Stakeholders and government officers support attendance at the training programs</p>
Activity 2.3.1	<p>Information on FMPs and codes of forest practice is produced in hard copy and web-based format for government officers, land owners, forest industry and NGOs.</p> <p>Primary responsibility- Project team in consultation with Government officers</p>	<p>Information is available in hard copy and via websites</p>	<p>Copies are obtained and websites are checked</p>	<p>Government approval is given for the publication of the information material</p>
Activity 2.3.2	<p>Shortened field guides of the Codes are produced in English and translated into local languages for field operators and forest owners.</p> <p>Primary responsibility- Project team in consultation with Government officers</p>	<p>The shortened field guides are available to field operators and forest owners.</p>	<p>Copies of the guides are obtained together with records of how they have been circulated and made available to field operators and forest owners.</p>	<p>Government approval is given for the publication of the information material</p>
Activity 2.3.3	<p>Awareness workshops are conducted for all stakeholders.</p> <p>Primary responsibility- Government officers and project team</p>	<p>Workshops are conducted (three in Tonga; two in Fiji and one in Niue).</p> <p>Workshops are well attended, with a good representation of stakeholders</p>	<p>Workshop reports provide evidence of effective consultation</p>	<p>Stakeholders have sufficient interest and capacity to attend workshops</p>



## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Activity 2.3.4	<p>Summary publications of the FMPs and Codes are produced in English and translated into local languages for local communities.</p> <p>Primary responsibility- Project team in consultation with Government officers</p>	The publications are produced	Copies of the publications are obtained together with records of how they have been circulated and made available to local communities.	Government approval is given for the publication of the leaflet
Activity 2.3.5	<p>Training needs analyses are conducted to identify priorities for training in forest establishment, harvesting, roading and environmental sustainability at various levels, including forest planner, forest supervisor and forest operator.</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	A report on training needs is produced	The report is obtained	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 2.3.6	<p>Train-the-trainer programs are developed and conducted to provide ongoing training for governmental staff, forest industry, landowner groups and NGOs (see also activities 2.4.3 and 3.3.1).</p> <p>Primary responsibility- Project team in consultation with stakeholders</p>	Training packages are accepted by government and stakeholders	The training packages are obtained, together with reports of training programs that have been conducted, including the number of people trained and the organisations represented.	Stakeholders and government officers support attendance at the training programs

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Output 2.4	Enforcement strategies are in place Primary responsibility- Project team in consultation with stakeholders	A report on enforcement strategies is accepted by stakeholders and government	The report is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 2.4.1	Draft enforcement protocols are written to prescribe the procedures for taking enforcement measures, including roles and responsibilities of various institutions, powers of authorised officers, evidence requirements, natural justice and decision-making matrix to take account of aspects such as cause, seriousness and mitigating factors. Primary responsibility- Primary responsibility- Project team in consultation with stakeholders	Draft enforcement protocols are produced	Draft enforcement protocols are obtained	Cooperation of stakeholders and government officers to be available for meetings and provide information
Activity 2.4.2	Consultations are held with regulatory and stakeholder bodies on the draft protocol Primary responsibility- Government officers and project team	Consultations are held with key regulators and stakeholders.	Project reports provide evidence of effective consultation	Regulators and key stakeholders have sufficient interest and capacity to participate in consultations
Activity 2.4.3	Training programs are conducted for enforcement officers. Primary responsibility- Primary responsibility- Project team in consultation with stakeholders	Training packages are accepted by government and stakeholders	The training packages are obtained, together with reports of training programs that have been conducted, including the number of people trained and the organisations represented.	Stakeholders and government officers support attendance at the training programs

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Output 3.1	<p>Institutional arrangements are in place to monitor the implementation of the FMPs and codes of practices.</p> <p>Primary responsibility- Government Officers and Project team</p>	<p>The institutional arrangements for monitoring are approved by governments and detailed in a document entitled Monitoring and Reporting Protocols</p>	<p>The approved M&amp;R Protocols are obtained</p>	<p>Governments will approve the institutional arrangements in a timely manner</p>
Activity 3.1.1	<p>Consultations are held with government and other stakeholders to clarify the roles and responsibilities of various bodies with respect to monitoring the implementation of the FMPs and codes of practices.</p> <p>Primary responsibility- Government Officers and Project team</p>	<p>Consultation meetings are held with government and relevant stakeholders.</p>	<p>Project reports provide evidence of effective consultation</p>	<p>Stakeholders have sufficient interest and capacity to attend consultation meetings</p>
Activity 3.1.2	<p>Action plans are developed to implement any changes to institutional arrangements for monitoring and reporting (see also activities 1.2.4 and 2.2.3).</p> <p>Primary responsibility- Project team and Government Officers</p>	<p>Action plans are developed and accepted by stakeholders and government</p>	<p>The action plan is obtained together with relevant documentation from consultations</p>	<p>Cooperation of stakeholders and government officers to be available for meetings and provide information</p>
Output 3.2	<p>Monitoring and reporting protocols are developed</p> <p>Primary responsibility- Project team and Government Officers</p>	<p>The M&amp;R Protocols are accepted by stakeholders and government</p>	<p>A copy of the M&amp;R Protocols is obtained together with relevant documentation from consultations</p>	<p>Cooperation of stakeholders and government officers to be available for meetings and provide information</p>

## Annex B: Project logical framework

Items	Intervention logic	Objectively verifiable indicators of achievement <sup>5</sup>	Sources of information and means of verification <sup>6</sup>	Assumptions <sup>7</sup>
Activity 3.2.1	Draft protocols are written to prescribe the process for monitoring and reporting, including checklists, judgement criteria, scoring system and templates for reporting. Primary responsibility- Project team and Government Officers	The draft M&R protocols are prepared	The draft protocols are accepted by government officers	Government officers support the protocols
Activity 3.2.2	Draft protocols are field tested with practitioners in each economy under a range of conditions and revised as necessary. Primary responsibility- Project team and Government Officers	Field testing is done in each economy	Revised protocols are obtained, with a report on field testing	Governments and stakeholders support the participation of their field practitioners in field testing.
Output 3.3	Training programs are developed and conducted Primary responsibility- Project team and Government Officers	All economies have persons who are trained in M&R and who can train other staff	The training packages are obtained, together with reports of training programs that have been conducted, including the number of people trained and the organisations represented.	Stakeholders and government officers support attendance at the training programs
Activity 3.3.1	Programs are conducted to train and accredit forestry officers in monitoring and reporting of standards being achieved under FMPs and codes of forest practice Primary responsibility- Government Officers and Project team	One training program is conducted in each economy by the end of year 3	The training packages are obtained, together with reports of training programs that have been conducted, including the number of people trained and the organisations represented.	Stakeholders and government officers support attendance at the training programs

**Annex C: Overall work plan with Project Budget by Category**

	Responsible Party	Project year 1(shaded) and year 3 (hatched)												Cost (USD)		Project year 2												Cost (USD)		Budget Description
		1	2	3	4	5	6	7	8	9	10	11	12	APFNet Grant	Counterpart Contribution	1	2	3	4	5	6	7	8	9	10	11	12	APFNet Grant	Counterpart Contribution	
		J	J	A	S	O	N	D	J	F	M	A	M			J	J	A	S	O	N	D	J	F	M	A	M			
<b>Output A</b>	<b>Project Management Year 1 &amp; 2</b>																													
A.1	Project team	x												20,000																
A.2	Project team		x	x										15,000																
A.3	Project team	x														x													8,000	
A.4	Government officers			x			x			x			x	5,000				x			x			x			x	5,000		
A.5	Project team																				X							10,000		Retained by APFNet
	Sub total													40,000														15,000	8,000	
<b>Output A.</b>	<b>Project Management Year 3</b>																													
A.3	Project team	x													8,000															
A.4	Government officers			x			x			x			x	5,000																
A.5	Project team												x	10,000																Retained by APFNet
A.6	Project team											x	x	20,000																
	Sub total													35,000	8,000															
<b>Sub total</b>	90,000 (APFNet Grant); 16,000(Counterpart Contribution)																													
<b>Output</b>	<b>Project Activities</b>																													



**Annex C: Overall work plan with Project Budget by Category**

<b>2.2</b>																											
Activity 2.2.1	Project team																										
Activity 2.2.2	Government officers																										
Activity 2.2.3	Project team																										
<b>Subtotal</b>																											
<b>Output 2.3</b>																											
Activity 2.3.1	Project team																										
Activity 2.3.2	Project team																										
Activity 2.3.3	Government officers																										
Activity 2.3.4	Project team																										
Activity 2.3.5	Project team																										
Activity 2.3.6	Project team																										
<b>Subtotal</b>																											
<b>Output 2.4</b>																											
Activity 2.4.1	Project team																										
Activity 2.4.2	Government officers																										
Activity 2.4.3	Project team																										
<b>Subtotal</b>																											

**Annex C: Overall work plan with Project Budget by Category**

	Responsible Party	Project year 1(shaded) and year 3 (hatched)												Cost (USD)		Project year 2												Cost (USD)						
		1	2	3	4	5	6	7	8	9	10	11	12	APFNet Grant	Counterpart Contribution	1	2	3	4	5	6	7	8	9	10	11	12	APFNet Grant	Counterpart Contribution					
<b>Output 3.1</b>																																		
Activity 3.1.1	Government officers																															3,500	3,000	
Activity 3.1.2	Project team	■	■	■											5,000	2,000											■	■						
<b>Subtotal</b>															5,000	2,000															3,500	3,000		
<b>Output 3.2</b>																																		
Activity 3.2.1	Project team	■	■																								■	■				3,500	1,500	
Activity 3.2.2	Project team		■	■	■	■	■								22,500	10,000																		
<b>Subtotal</b>															22,500	10,000																		
<b>Output 3.3</b>																																		
Activity 3.3.1	Government officers						■	■	■	■	■				45,000	10,000																		
<b>Subtotal</b>															45,000	10,000																		
<b>Year 1</b>															<b>123,500</b>	<b>48,000</b>																		
<b>Year 2</b>																															<b>208,500</b>	<b>87,500</b>		
<b>Year 3</b>															<b>147,500</b>	<b>42,500</b>																		
<b>Total</b>															<b>488,500</b>	<b>178,000</b>																		



Costs category	Rate (USD)	Unit	Project Year 1		Project Year 2		Project Year 3		TOTAL (USD)
			APFNet Grant	SPC	APFNet Grant	SPC	APFNet Grant	SPC	
<b>Project staff cost</b>	250	492days		35,000		66,500		21,500	123,000
<b>Consultancy cost</b> (Chief Technical Adviser)	300	260days	24,000		30,000		24,000		78,000
<b>Other experts</b> (road construction, biodiversity, forest survey/GPS, law enforcement)	200	150days			24,000		6,000		30,000
<b>Travel and related cost</b>			28,000		60,000		28,000		116,000
<b>Meeting and training cost</b>			5,000	2,000	55,875	2,000	31,875	2,000	98,750
<b>Field activities cost</b>			1,900		1,225		1,225		4,350
<b>Publication &amp; Dissemination cost</b>			1,000		5,000		3,000		9,000
<b>Office Operation cost</b>	1150	36months	13,800	1,000	13,800	1,000	13,800	1,000	44,400
<b>Procurement</b> (purchase of safety equipment, tape measures, clinometers, compasses, cameras, GPS and computers)			10,000		4,000		4,000		18,000
<b>Project Management</b> (inception workshops, PSC meetings, WC meetings, End of Project Workshop)			40,000		5,000	8,000	25,000	8,000	92,000
<b>Monitoring, evaluation and audit cost</b>	10,000	36months		6,000	10,000	6,000	10,000	6,000	38,000
<b>Miscellaneous</b>	5,000	36months		4,000		4,000		4,000	12,000
<b>TOTAL</b>			123,700	48,000	208,900	87,500	146,900	42,500	666,500

