



*Asia-Pacific Network for Sustainable Forest Management  
and Rehabilitation*

# PROJECT PROPOSAL

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

Secretariat of the Pacific Community

30 October 2013

Project title	Capacity Building Towards Effective Implementation of Sustainable Forest Management Practices in Fiji, Tonga and Niue		
Executing agency	Secretariat of the Pacific Community (SPC) in collaboration with the forestry divisions within the governments of Fiji, Tonga and Niue		
Expected project duration: 01/01/15_to 31/ 12/17, 36 months			
Target area (project locations and context) The forests and tree resources of Fiji, Tonga and Niue			
Total budget(USD) 551,500	Expected APFNet grant(USD) 389,500	Counterpart contribution (USD) (in cash and in-kind) 162,000	
<b>Project summary:</b>  This project seeks to <b>enhance the capacity of</b> forest owners, forest users and governments to manage the forests of Fiji, Tonga and Niue in a sustainable manner through improved <b>forest management and harvesting practices</b> . <b>The specific objectives</b> 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. <b>The key outcomes</b> will be enhanced <b>socio-economic benefits</b> for forest owners and improved <b>environmental conservation</b> 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 <b>on-the-job training through train-the-trainer programs</b> .			

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## **Abbreviations and acronyms**

CTA	Chief Technical Adviser
FAT	Forest and Trees (Programme of SPC)
FMP	Forest management plan
NGOs	Non-government organisations
PIC	Pacific Islands
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) recognises the need for forest management plans to be prepared for each forest management unit and for these plans to be aggregated into a national plan 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 finalise and promote the effective implementation of the national 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 national forest management plan and to develop effective implementation strategies for the management plan and the Code.

Forest legislation in Tonga and Niue is 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 gases 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 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 **national forest management plan** (FMP) for Tonga and to complete the national 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 Strategic Activities

**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 national FMP

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 At least **three workshops** are conducted with relevant stakeholders, including government departments, landowner groups, forest industry and non-government organizations (NGOs) to raise awareness and seek input into the development/completion of a FMP.

**Output 1.2:** **National FMPs are completed for Tonga and Niue**

Activity 1.2.1 Draft FMP for Tonga in consultation with stakeholders

Activity 1.2.2 At least **three workshops** are conducted with stakeholders to review and revise the draft **FMP for Tonga**

Activity 1.2.3 At least **one workshops** is conducted with stakeholders to review and revise the draft **FMP Niue**

Activity 1.2.4 **Propose a implementation plan**, 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 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 (at least 2 from each project economy) to study the implementation of FMPs and codes of practice **in two Australian States** (Queensland and Tasmania).

**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 **Conduct consultations** with government, industry and relevant stakeholders to review options for implementing FMPs and codes of forest practices.

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 (at least **three** in Tonga; at least **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 planner, forest supervisor and forest operator.

Activity 2.3.6 Develop and conduct **train-the-trainer programs** to provide ongoing training for governmental staff, forest industry, landowner groups and NGOs (at least 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 authorised 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 (at least 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 (at least 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



Assumption	Risk	Consequences	Management of risks
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
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. Human Resources and capacity assessment

SPC will allocate the following Forest and Trees (FAT) staff to this project-

- Mr Sairusi Bulai, the FAT Programme Advisor who has a vast experience in the forestry sector and in project management will oversee the implementation of this project.
- 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

SPC will engage an international consultant for the role of Chief Technical Adviser (CTA). The CTA will be recruited based on the project needs following the *APFNet Procedures for Project Consultant Selection and Recruitment*.

The SPC is already working with the Forestry Department of Fiji, and the Forestry Divisions of Tonga and Niue in developing this proposal and will be the main players in the execution of this project

The executing partners will therefore, include the following-

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. Stakeholder Analysis**

The stakeholder analysis table (shown in Annex D) summarises the roles of stakeholders and how this project will influence them.

## **7. Budget, funding resources and financial management**

Please refer to budget details in Annexes D and E. 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.

## **8. Monitoring and evaluation**

The project implementation will be monitored as follows-

- a) Progress reports will be prepared and submitted to APFNet at six monthly intervals.
- b) The Progress reports 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 D.
- c) The reports will include a budget report on expenditure against the work plan.
- d) 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.
- e) 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.

## **9. Dissemination 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 At least 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 At least three workshops are conducted with stakeholders to review and revise the draft FMP for Tonga. Total expected participants = 50

1.2.3 At least one workshop is conducted with stakeholders to review and revise the draft FMP Niue

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 (at least three in Tonga; at least 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 printed and published on relevant websites (see also activity 2.3.1 below)

2.3.1 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.

2.3.2 A shortened field guide of the Codes is produced in English and local languages for field operators and forest owners.

2.3.4 A summary leaflet of the FMPs and Codes is 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 (at least 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 (at least 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 (at least 2 from each project economy) to study the implementation of FMPs and codes of practice in two Australian States (Queensland and Tasmania). 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 forums. 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.

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.

## **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, 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 16<sup>th</sup>, June, 2014 from <http://en.wikipedia.org/wiki/Fiji>

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

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

## 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>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.



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 national forest management plan (FMP) for Tonga and to complete the national 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. Effective 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>	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.

<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>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 national FMP 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	At least one workshop across 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

<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>
Output 1.2	National 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	At least 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	At least 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

<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>
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 year 2	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 printed and published on relevant websites (see also activity 2.3.1 below)</p> <p>Primary responsibility- Government Officers</p>	Copies of FMPs are available in hard copy and 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

<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>
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 is accepted by government</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 is accepted by government</p>	<p>Information is available in an accessible form</p>
Activity 2.1.3	<p>A study tour is organised for Pacific Island representatives (at least 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>

<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>
Output 2.2	Implementation strategies are developed and submitted for governmental approval. Primary responsibility- Project team in consultation with stakeholders	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	The findings from Output 2.1 are used to develop options to improve and strengthen the regulatory frameworks for implementing FMPs and Codes Primary responsibility- Project team in consultation with stakeholders	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	Consultations are conducted with government, industry and relevant stakeholders to review options for implementing FMPs and codes of forest practices. Primary responsibility- Government Officers and Project team	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	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). Primary responsibility- Project team and Government Officers	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

<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>
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>	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
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>	Information is available in hard copy and via websites	Copies are obtained and websites are checked	Government approval is given for the publication of the information material
Activity 2.3.2	<p>A shortened field guide of the Codes is produced in English and local languages for field operators and forest owners.</p> <p>Primary responsibility- Project team in consultation with Government officers</p>	The shortened field guide is available to field operators and forest owners.	Copies of the guides are obtained together with records of how they have been circulated and made available to field operators and forest owners.	Government approval is given for the publication of the information material
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 (at least three in Tonga; at least two in Fiji and one in Niue).</p> <p>Workshops are well attended, with a good representation of stakeholders</p>	Workshop reports provide evidence of effective consultation	Stakeholders have sufficient interest and capacity to attend workshops

<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>
Activity 2.3.4	<p>A summary leaflet of the FMPs and Codes is produced in English and local languages for local communities.</p> <p>Primary responsibility- Project team in consultation with Government officers</p>	The leaflet is produced	Copies of the leaflet 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



<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>
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

<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>
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
Output 3.1	Institutional arrangements are in place to monitor the implementation of the FMPs and codes of practices. Primary responsibility- Government Officers and Project team	The institutional arrangements for monitoring are approved by governments and detailed in a document entitled Monitoring and Reporting Protocols	The approved M&R Protocols are obtained	Governments will approve the institutional arrangements in a timely manner
Activity 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. Primary responsibility- Government Officers and Project team	Consultation meetings are held with government and relevant stakeholders.	Project reports provide evidence of effective consultation	Stakeholders have sufficient interest and capacity to attend consultation meetings
Activity 3.1.2	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). Primary responsibility- Project team and Government Officers	Action plans are developed and accepted by stakeholders and government	The action plan is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information

<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>
Output 3.2	Monitoring and reporting protocols are developed Primary responsibility- Project team and Government Officers	The M&R Protocols are accepted by stakeholders and government	A copy of the M&R Protocols is obtained together with relevant documentation from consultations	Cooperation of stakeholders and government officers to be available for meetings and provide information
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

<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>
Activity 3.3.1	<p>Programs are conducted to train and accredit forestry officers in monitoring and reporting of standards being achieved under FMPs and codes of forest practice</p> <p>Primary responsibility- Government Officers and Project team</p>	At least 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: Stakeholder analysis table

Stakeholders	Interest	Problems/ Constraints	Project Intervention	Project Role	Project Impact	Interactions
Forestry Department Fiji, Forestry Division, Tonga, Forestry Division Niue	The role of the national forestry departments is to ensure that the national forest resources are developed and managed to their optimal potential for the benefit of all stakeholders, in the best possible sustainable way.	Shortage of skilled personnel Lack of effective strategies Shortage of resources	Development of effective implementation strategies, protocols and training packages, provision of basic tools and equipments	Project partners, facilitation of meetings with stakeholders, support of staff, attendance at workshops and training courses.	Increased capacity for the achievement of sustainable management of forest resources	Direct and regular
iTaukei Land Trust Board, Fiji	Legal custodian of all native lands with the main purposes of securing, protecting and managing land ownership rights assigned to the iTaukei landowners and to facilitate the commercial transactions that revolve around its use. It deals with such lands by way of negotiating leases and licenses for their use by tenants, contractors and provides related administrative functions for that operation.	Lack of capacity to implement strategies for sustainable forest management	Capacity building for staff	Provide representation and participation in meetings, workshops and training courses.	Well informed organisation that will result in a more effective procedures for the issue of forest harvesting licences	Direct & indirect
Lands Department, Fiji, Tonga and Niue	Custodian of government lands	Lack of capacity to implement strategies for sustainable	Capacity building for staff	Provide representation and participation in meetings, workshops and	Well informed organisations that will carry out their regulatory roles with greater understanding and attention to the procedures for sustainable forest management	Direct

Stakeholders	Interest	Problems/ Constraints	Project Intervention	Project Role	Project Impact	Interactions
		forest management		training courses.		
Landowners	Owners of the forest resources with the right to harvest and sell their trees.	Lack of understanding and awareness on the purposes, requirements and benefits of the Codes of Harvesting Practices	Production of field guidelines, awareness and capacity building to improve the implementation of the Codes of Harvesting Practices.	Participate in meetings and local workshops/ briefings conducted by forestry department staff	The continuation of sound forest management practices throughout the life of the forest is needed to promote its health and productivity. Through this project, landowners will gain a greater appreciation of the role that well-planned, periodic timber harvesting can play in optimizing the biological, economic and social values of their forests.	Direct & indirect
Logging Contractors	Forest harvesting license holder, harvesting of forest resources	Lack of understanding and awareness on the purposes and requirements of the Codes of Harvesting Practices	Production of field guidelines, awareness and capacity building	Actively increase their knowledge and understanding of the Codes of Harvesting Practices by accessing information and attending training courses and briefings.	Logging contractors will gain an increased understanding of the importance of sustainable forest management for assuring an adequate supply of wood into the future. The harvesting of trees will only have long-term benefits to society if the harvesting is done without undue environmental impact and the forests are successfully regenerated to maintain productivity and the natural and cultural values.	Direct
Sawmillers	Contracting of harvesting contractors, harvesting of forest resources, wood processing	Lack of understanding and awareness on the purposes and requirements of the Codes of Harvesting Practices	Production of field guidelines and capacity building	Actively increase their knowledge and understanding of the Codes of Harvesting Practices by accessing information and attending training courses	as for logging contractors (above)	Direct

Stakeholders	Interest	Problems/ Constraints	Project Intervention	Project Role	Project Impact	Interactions
				and briefings. Ensure that their contractors and landowners participate in awareness sessions.		
NGOs	Non-governmental organizations (NGOs) played a major role in promoting sustainable development at the national and international level.	Limited technical expertise and understanding of all aspects that contribute to sustainable forest management	Awareness and capacity building for staff	Provide representation and participation in meetings, workshops and training courses.	NGOs will have a better understanding of the key components of sustainable forest management and the contribution that sustainable harvesting practices can make to enhanced economic, social and environmental outcomes for landowners and society.	Direct & Indirect
Other government departments	Designing, implementation and monitoring of sustainable development initiatives	Narrow sectoral development approach resulting in overlapping legislation and regulations	Awareness and capacity building on the role of sustainable forest management as part of national sustainable development	Provide representation and participation in meetings, workshops and training courses.	Integrated sectoral development approach that will contribute to the achievement of the sustainable development goals of government	Direct & Indirect

## Annex D: Project organizational chart

