

Aide Memoire

PHAMA Plus Design Field Work (November 24, 2017 – January 26, 2018)

Design Background

Australia (since 2011) and New Zealand (since 2014) have co-financed the Pacific Horticultural and Agricultural Market Access (PHAMA) Program (valued at AUD41million). The Program works with private sector producers, processors and exporters as well as with national biosecurity agencies in 6 targeted Pacific countries to increase the value of agricultural and horticultural exports. A 2016 review found that PHAMA was relevant to the priorities and needs of the Pacific and that market access and export development reduced poverty by supporting smallholder farming households and by generating employment opportunities. A new phase – PHAMA Plus – is proposed which builds on and maintains the market access and biosecurity capacity successes of PHAMA as well as supporting farming households in selected Pacific countries to increase the quantity and quality of their agricultural, horticultural and cultural exports in ways that benefit producers, exporters and importers. PHAMA Plus will continue to work in Fiji, PNG, Samoa, Solomon Islands, Tonga and Vanuatu and will also provide technical export market access support to small island states ratifying PACER Plus.

The purpose of PHAMA Plus is to contribute to improved economic growth and improved rural livelihoods for Pacific peoples.

PHAMA Plus is proposed as an AUD32 million investment over 4 years, with resources from DFAT Pacific Regional and bilateral Pacific programs and New Zealand MFAT. The proposed program would also leverage private sector investment wherever possible using market systems development approach – recognising that private business partners, intermediate service providers in agricultural and horticultural market systems and smallholder farming households are all private sector actors.

Description of proposed investment

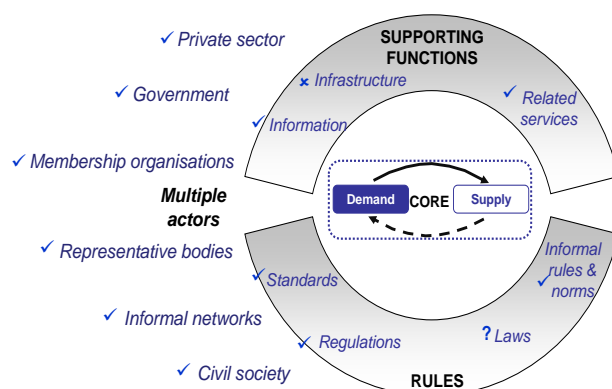
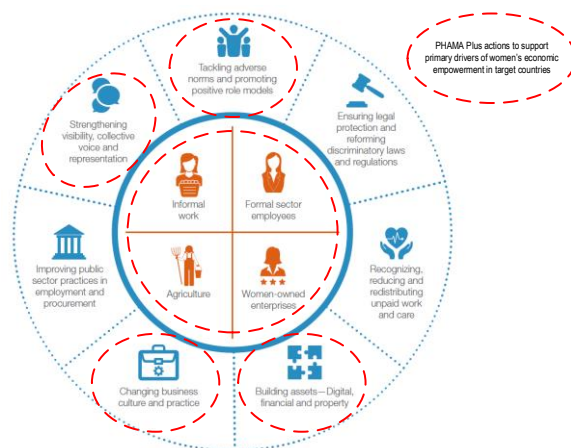
PHAMA Plus is anticipated to contribute to the 20% investment target DFAT has set in its commitment to aid-for-trade and to complement delivery of PACER Plus. Results from the program are intended to contribute to SDGs 8, 9 and 17 in targeted countries.¹ PHAMA Plus is designed to support four of the seven primary drivers of women's economic empowerment (chart right).² The new program is designed to deliver directly against economic growth outcomes in the Regional Pacific Aid Investment Plan and contribute results linked to effective regional institutions as well as healthy and resilient communities. The program is also designed to align with outcome areas in bilateral aid investment plans in each of the target countries. For example, PHAMA Plus is designed to deliver results contributing to:

- civil society and private sector partnerships for effective governance and enable economic growth in PNG
- inclusive economic growth & private sector development in Fiji
- enabling economic growth & supporting stability in Solomon Is
- economic growth and governance outcomes in Samoa, Tonga and Vanuatu.

Key stakeholders

PHAMA Plus is designed to engage with key market system stakeholders including (chart right³):

- Private sector businesses involved in trading, processing and exporting horticultural, agricultural and other primary products sourced from farming households in targeted Pacific Island countries.



¹ Sustainable Development Goals 8 (Decent work and economic growth); 9 (Industry, Innovation and Infrastructure) and 17 (Partnerships for the goals). See: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/> Accessed December 13, 2017.

² See: UNSG HLP (2016) *Leave no one behind - Taking action for transformational change on Women's Economic Empowerment*. United Nations Secretary General High Level Panel, New York, USA. [p4]

³ Adapted from – Springfield Centre (2017) Inputs to design of PRISMA Plus. DFAT, Jakarta, Indonesia.

Ref: ADL \\TITAN\CHCH\Clients\pgunawar\Docs\Offline Records (T1)\2. Tenders\Active\PHAMA Plus\Market Engagement\Business Notification\Update 1\Final\PHAMA Plus Aide Memoire.docx

- Intermediate service providers (*e.g.* input-suppliers; collectors agents and traders; HACCP and other certification firms; formal and informal financial institutions; national research agencies providing testing against standards).
- National agencies from importing economies and targeted Pacific Island countries responsible for regulating, facilitating and monitoring market access for horticultural, agricultural and other primary products as well as their regional equivalents including the Pacific Plant Protection Organisation under SPC.
- National and regional membership and professional organisations that influence influencers advocating for a better business enabling environment for exports (*e.g.* farmer associations; chambers of commerce and industry; Market Access Working Groups; Industry Working Groups; and civil society groups focused on inclusive economic growth).

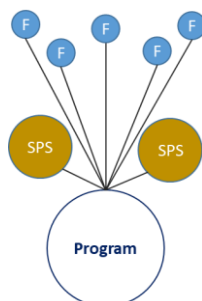
PHAMA Plus does not have the resources or mandate to work directly with farming households. Instead, the Program will facilitate market partners to work with farming households where this is needed to improve the quantity and quality for compliance with export protocols in targeted commodities. This is different from PHAMA, which evolved towards a mixture of direct and sector partner type delivery (in some countries) as private sector capacity developed. For example, PHAMA worked directly with producers (*e.g.* smallholder producer groups and farmer associations in all countries; Lava Girl Handicrafts in PNG; Kava growers and handicraft producer/vendors in Vanuatu); processors or exporters (*e.g.* Ben's Trading in Fiji; Olam Specialty Coffee and Kosem in PNG; Ah Liki and Pacific Oil in Samoa; Cathliro Cocoa and Soltuna in Solomon Islands; Nishi Trading in Tonga; Cocoa Growers Association in Vanuatu); and government agencies on the supply [export] side (*e.g.* Coffee Industry Corporation in PNG; SROS in Samoa; MAFFF in Tonga; and MALFFB in Vanuatu) and the demand [import] side (*e.g.* DAWR in Australia, AQSIQ in China or MPI in New Zealand). This was an appropriate choice for initial interventions in the Pacific where the geography and scale can limit the role of larger private sector companies and ISPs.

Given the purpose of PHAMA Plus and the diverse country contexts in the Pacific, a pure market systems development approach is not proposed. PHAMA Plus is unique in purposefully investing directly in business environment change (the biosecurity and market access regulations) and the market system (supply quality and productivity as well as export and processing pathways). Market systems development works where there are existing relationships with private sector partners and intermediate service providers that are ready to engage in activities that improve the quality and productivity of export products. PHAMA has built such relationships – for example with exporters, HACCP certification firms; and input suppliers in some markets. Accordingly, there are opportunities for PHAMA Plus to use a purposefully selected blend of direct delivery and market systems development (schematics below⁴). The DFAT-financed Market Development Facility uses market systems development through private sector partners in Fiji and PNG⁵ and is anticipated to be an important partner for some interventions. Other program partners include regional programs such as Pacific Women and the Pacific Financial Inclusion Program.

PHAMA Plus is designed for purposeful market systems facilitation, partly to achieve end of program outcomes, and partly as a more effective way to achieve sustainability. There are opportunities for PHAMA Plus to facilitate exporters to act as change agents through their farmer associations for improved quality and productivity of taro and cocoa in Samoa; for HACCP certification firms to drive changes in processing and packing facilities in Fiji, Samoa, Solomon Islands, PNG, Tonga and Vanuatu; and for commodity exporters and regulators in several countries to use their position as intermediate service providers to adopt a more catalytic role in development of the export markets. Similarly, coconut processors and traders, cocoa traders, and fish exporters in several countries could become private business or intermediate service provider partners driving market access change with facilitation from PHAMA Plus. Their function would be to support demonstration, extension and commercial use of good agricultural or post-harvest handling practices required for managed export pathway systems. Farmer associations (*e.g.* the members of the Pacific Islands Farmers Organisation Network) and farming households producing export commodities to markets targeted for intervention would be the key audience for demonstrations.

⁴ Adapted from – Springfield Centre (2017) *Inputs to design of PRISMA Plus*. DFAT, Jakarta, Indonesia

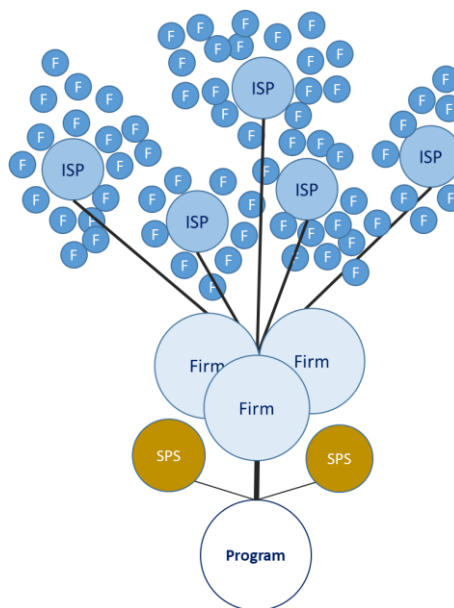
⁵ See: <http://marketdevelopmentfacility.org/> Accessed November 20, 2017.

**Direct delivery (left)**

- Program engages with biosecurity regulatory agencies (SPS) directly – in both supply-side [export] and demand-side [import] countries
- Program engages with producers and farming households (F) directly
- Outreach determined by extent of program resources
- Program ‘distant’ from producers and farming households
- Input provision temporary, dependent on aid funding.

Market system development (right)

- Program engages with government agencies (SPS) directly and facilitates relationships between those agencies and private sector businesses or regulated industry actors (*e.g.* MAWG)
- Program facilitates partner businesses (**Firm** – *e.g.* commodity traders, tourism operators, large processors, regulated industry actors) to strengthen their network of intermediate service providers (ISPs – *e.g.* agent/collectors, processors, exporters, banks) – to sell inputs to producers and farming households (F) or buy product from them
- ISPs are ‘close’ to farming households and have an incentive to maintain the relationship and expand it so long as it is mutually beneficial
- Partner businesses and ISPs have a long term incentive to continue serving farming households after the program ends so long as the business relationship is mutually beneficial.

**Governance arrangements**

The proposed governance arrangements build on lessons from implementing PHAMA in six Pacific island countries. Market Access Working Groups (MAWGs), Industry Working Groups (IWGs) and national coordination arrangements have proven effective and are designed to continue in PHAMA Plus – with provision for evolving to local sustainability and refinements to meet the needs of each country context. Now that country relationships are maturing and private sector business partners and MAWGs are driving change, and as the sustainability road maps are prepared for action, there is an opportunity for PHAMA Plus to be more country led to ensure local market relevance and responsiveness as well as to better facilitate market systems development through private sector partners. This requires functional assignment between:

- **Central Program Management Office (PMO)** – where economies of scale and regional collation of data is cost effective
- **Country facilitation and coordination** – where local relationships and response to market system opportunities is cost effective.

Central PMO	Country facilitation and coordination
<ul style="list-style-type: none"> • Management systems – finance, HRM, safeguards • Administrative support to country teams • Logistics and related support to country teams • Portfolio performance management & regional reporting • Supervise and collate whole-of-program annual planning and competitive portfolio selection/management • Quality assurance and strategic review • GESI strategy, training and progress review • Safeguards strategy, training and progress review • Safeguards management and impact prevention • Evaluative studies, regional diagnostics and analysis • Support progress and performance monitoring of country interventions • Support country communications and lead regional communications with • Engage with Regional Pacific DFAT (post & desk) development cooperation, public diplomacy and political/economic teams 	<ul style="list-style-type: none"> • Facilitate market intervention design and delivery • Negotiate partner relationships for interventions • Identify, commission and manage market analyses, diagnostics and evaluative studies to inform MAWG • Coordinate market access intervention design & delivery • Executive and other support for MAWG and IWGs • Negotiate and maintain private sector partner “deals” • Lead local technical review and quality assurance • Ensure GESI is integral to intervention design & delivery • Actively monitor safeguards, identify issues and report non-compliance to PMO • Facilitate country annual planning and competitive portfolio selection/management processes • Engage with bilateral post development cooperation, public diplomacy and political/economic teams • Engage with complementary country programs • Oversee partner due diligence and intervention acquittals • Local administration and governance

<ul style="list-style-type: none"> Engage with DAWR, ACIAR, MFAT, SPC (<i>esp.</i> LRD and PPPO) and other enabling partners Engage with complementary regional programs Collate a register of regional technical specialists and research/evaluative study professionals 	<ul style="list-style-type: none"> Compile a register of country technical specialists and research/evaluative study professionals
--	---

The PHAMA Plus design proposes a smaller PMO in Suva and, where country program performance is demonstrated, more functions and human resources to increase country ownership and responsiveness to local context and needs. MAWGs or their national equivalents will be retained as an effective mechanism for public-private dialogue to facilitate maintaining and gaining market access for selected commodities. More market facilitation is anticipated in those countries with willing and capable private sector partners, so country teams are likely to include functions for both facilitation of market interventions and coordination of delivery and results measurement. A managing contractor is proposed to manage all operational aspects of delivery as well as support to country facilitation and coordination teams. Operational and policy relationships with, and any technical inputs required from, whole-of-government partners in Australia and New Zealand would be led by DFAT.

Portfolio, end-of-program outcomes and indicative outputs

The design team envisages a portfolio of country-led, market interventions focused on growing primary produce and cultural exports. The resourcing suggests 2-3 such interventions in each target country. Where bilateral programs or other partners are willing to invest more, additional interventions could be added as lessons are learned, opportunities for export innovation are identified, and other opportunities emerge. We propose three end-of-program outcomes for PHAMA Plus:

- Producers and exporters use *maintained and new market access* for Pacific export products
- Women and men exporters, processors and producers adopt *quality and productivity enhancing innovations* for their export products
- Women and men staff of *Pacific biosecurity* authorities perform their *market access facilitation* functions better.

Criteria to be applied by MAWGs in each country for preparation and priority ranking of interventions are based on: (1) how many Pacific people benefit; (2) who will benefit; (3) how big is the impact; (4) readiness to change in both private sector business partners and producers; and (5) mutual accountability. Indicative **outputs** are anticipated to include:

- Maintain market access for current export pathways and for targeted commodities selected to be climatically resilient, economically inclusive and environmentally sustainable (*e.g.* cocoa, coconut oil, kava, coffee, handicrafts, processed taro and other root crops, fish, squash, watermelon)
- Gain new market access for selected commodities (*e.g.* kava, cultural exports, root crops)
- HACCP certification for targeted pack houses, processors and post-harvest handling facilities
- Technical analyses and assessments (*e.g.* household income and expenditure surveys; technical advice on nutrient replacement options under organic certification for targeted farming systems; GCF leverage for tree crop rejuvenation; and climate change resilient selected export crops)
- Pilot use of Independent Verification Authorities for export standard certification in selected countries
- Improved quality of selected export products (*e.g.* cocoa, kava, fish, fresh cucurbits)
- Increased productivity and reliability of supply chains for selected export products (*e.g.* kava, root crops)
- Improved performance of targeted biosecurity and market access agencies.

Key performance indicators and VfM measures

Building on the DCED Results Measurement Standard⁶, the following key performance indicators and value for money measures (using country and sex-disaggregated data wherever possible) are proposed to be used for all PHAMA Plus interventions. This will provide regional performance information and allow comparison across the portfolio and ultimately inform resource allocation decisions as part of portfolio management.

- Number of farming households with measured net income increase attributable to PHAMA Plus interventions
- Value of additional turnover of PHAMA Plus Partners and Intermediary Service Providers
- Number of initiatives taken by government to improve business enabling environment (especially reducing the time to export and phytosanitary certification – a simple leading indicator complemented by case studies and evaluative studies)
- Direct investment per beneficiary farming household – this is total intervention cost including fixed overheads (*e.g.* PMO) divided by number of benefiting households
- Social return on investment – this is total attributable net income change (NAIC) of beneficiary farming households divided by PHAMA Plus direct intervention cost

⁶ See: <https://www.enterprise-development.org/measuring-results-the-dced-standard/> Accessed December 2, 2017.

- Value of private sector partner investment leveraged by PHAMA Plus interventions – this is private sector partner investment divided by PHAMA Plus direct intervention costs.

Management indicators such as disaggregated disbursement (direct intervention, personnel and management costs); variance from planned disbursement, outputs and human resource deployment; and time to recruitment and implementation of interventions are also consistently monitored across the program by the Managing Contractor.

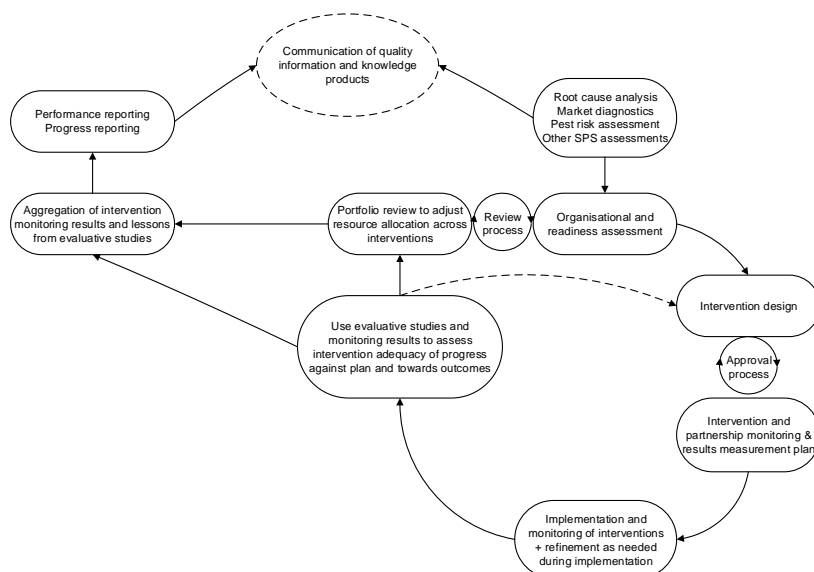
Proposed procurement process

A one-step procurement process is proposed in early 2018. Key PHAMA country staff will not be part of competitive selection processes, and the selected managing contractor will be encouraged to retain existing staff arrangements to maintain momentum in on-going interventions and prepare key private sector business partners and other key stakeholders for effective delivery of PHAMA Plus.

Observations and Key Recommendations

The design for PHAMA Plus builds on lessons from implementing PHAMA in six Pacific countries. Consultation with 122 women and 155 men from 8 countries during preparation of the design confirmed the on-going usefulness of MAWGs, IWGs, and national coordination arrangements. Design field work identified a number of changes between PHAMA Plus and PHAMA that need to be considered, including:

- **A multi-country program** – PHAMA was designed as a regional program but evolved towards a multi-country program. PHAMA Plus is deliberately designed as a multi-country program. The “glue” that brings the program together is quality information that supports market access and policy dialogue; as well as common themes that can be shared across countries with similar market access opportunities or challenges (e.g. cocoa in Solomon Islands, Vanuatu, Samoa; kava in Vanuatu, Fiji, Samoa).
- **A private sector-led program** – field consultations consistently emphasised the importance of private sector exporters, processors and farming households as the drivers of economic growth and export supply chains.
- **Discrete, multi-year interventions** – building on the relationships, social capital and experience developed in PHAMA activities, transition to a small number (typically 2-3 in each country) of multi-year interventions targeting specific export pathways with opportunities for inclusive growth.
- **Increased emphasis on quality and productivity** – in addition to biosecurity system performance and use of export market access, support exporters, processors and intermediate service providers to engage farming households and help them use good practices for more reliable supply chains.
- **A purposeful blend of market systems facilitation and direct engagement** – where private sector partners are willing and capable, use market systems development approaches to deliver change and complement this through direct engagement with public sector biosecurity agencies as part of the business environment.
- **Having budget flexibility** – by having defined purpose and clear approach to delivery as well as an operational mechanism (schematic right) that enables preparation and implementation of market and country-led interventions, provide a platform for market access delivery that DFAT posts, the PACER Plus Implementation Unit, whole-of-government partners, private sector businesses and regional organisations can invest in for specific country programs or specific commodities.
- **Influencing the influencers** – use good quality analysis and diagnostic information to support industry groups and commodity exporters in their advocacy for enabling export policy, the wider agri-business environment, and systemic change.



Next steps

The next steps include:

- February 15, 2018 – submit draft investment design document to DFAT/MFAT
- March 30, 2018 – submit final investment design document to DFAT/MFAT
- May, 2018 – release approach to market (Tender) for implementation of PHAMA Plus
- October, 2018 – commence transition from PHAMA to PHAMA Plus
- November, 2018 – commence implementation of PHAMA Plus

Acknowledgements

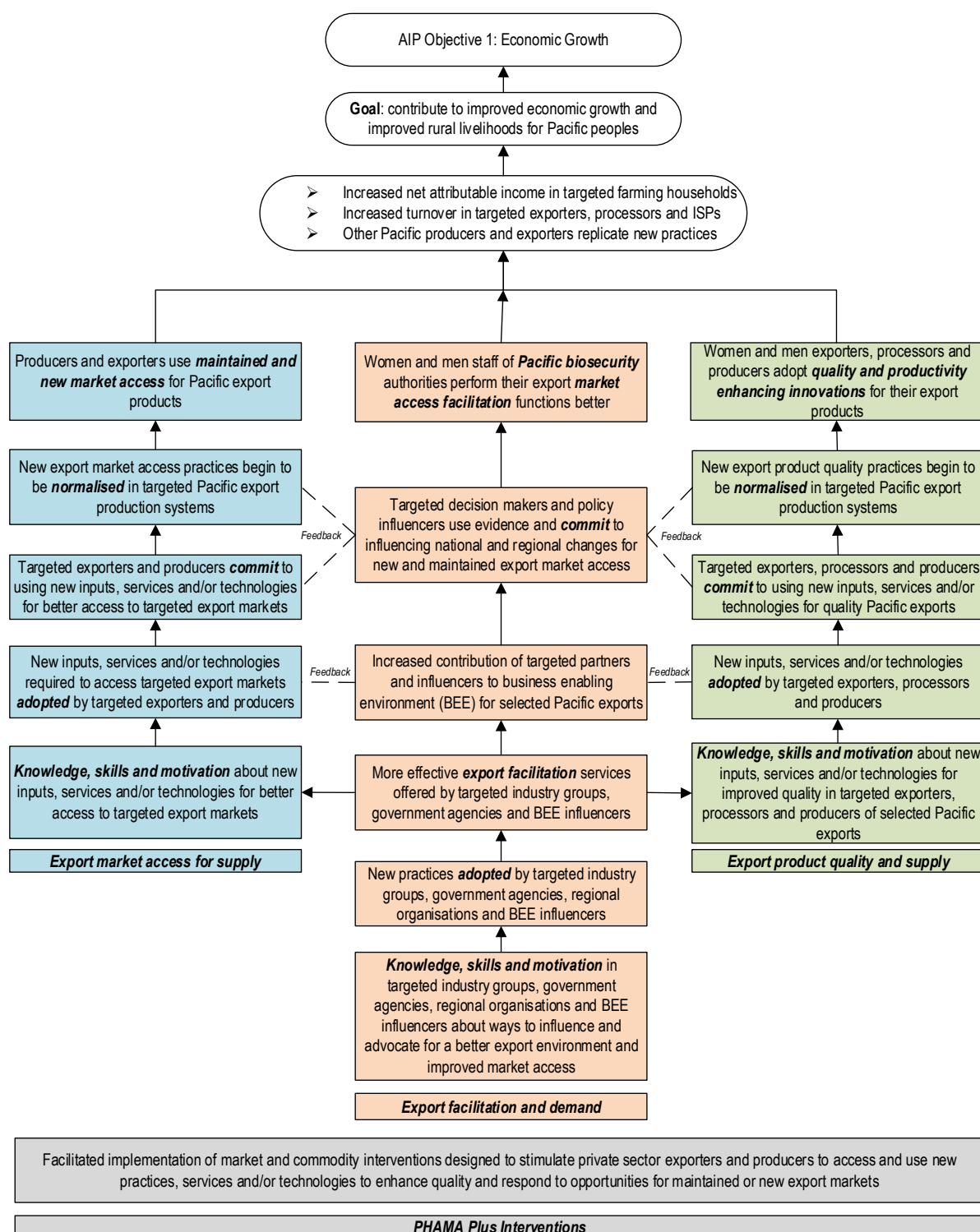
The design team⁷ thanks the 122 women and 155 men who shared their time, ideas and experiences to inform the design. Their hard work, enthusiasm and creative approach to overcoming constraints is motivating and gives confidence for implementation of PHAMA Plus. The design team also acknowledges the considerable contribution made by national coordinators in Fiji, PNG, Samoa, Tonga and Vanuatu as well as the Pacific Economic growth team in Canberra. Sincere thanks to you all – without your support in arranging local meetings, the team could not have conducted such efficient field work in the very tight time frame. We also thank the DFAT Pacific Regional Team in Suva for their support.

⁷ John Fargher (Team Leader, Agricultural Scientist, Economist and Evaluability Advisor); Moale Vagikapi (Women's Economic Empowerment, Inclusive Growth and SME Agribusiness Specialist); Rob Duthie (Biosecurity, Sanitary and Phytosanitary Risk and Organisational Change Specialist).

Attachments

1. Summary logic model.
2. People/agencies consulted.
3. Proposed criteria for assessing, ranking and selecting interventions for investment.
4. Further background for PHAMA Plus design.

Attachment 1 – Summary logic model



Attachment 2 – People Consulted

Country/Stakeholder	Agency and Position
Australia	
Matthew Harding	Director, DFAT Pacific Economic Growth Section
Rob McGregor	Assistant Director, DFAT Pacific Economic Growth Section
Shannon Ryan	Director, DFAT innovationXchange
Amber Cernovs	Assistant Director, DFAT innovationXchange
Russell Miles	Director, DFAT Mechanisms and Adaptation Section
Craig Robinson	Assistant Director, DFAT Multilateral Aid for Trade Section
Caitlin O'Shannon	Trainee Policy Officer, DFAT Multilateral Aid for Trade Section
Joanne Craigie	Assistant Director, DFAT Private Sector Development
Fiona Lynn	Director, DFAT Agriculture and Food Security Section
Julie Delforce	Senior Sector Specialist, DFAT Agriculture and Food Security Section
Christine Pahlman	DFAT Agriculture and Food Security Section
Tim Gill, James Marshall, Jessica Evans	DFAT Agriculture and Food Security Section
Tracey Newbury	Director, DFAT Gender Equality and Disability Inclusiveness Section
Sarah Leary	Assistant Advisor, Ambassador for Women & Girls in Gender Equality Branch
Tricia Gray	DFAT Gender Equality and Disability Inclusiveness Section
Kate Duggan	Team Leader for the climate change Interim Support Unit in the Pacific region
Brian Hearne	Procurement Officer – DFAT Pacific and PNG Procurement Operations Section
Robyn Bushby	Director, DFAT Environment Safeguards and Aid Risk Management Section
Willie Kornoff	Department of Agriculture and Water Resources
Bruce Hancocks	Department of Agriculture and Water Resources
Lois Ransom	Assistant Secretary, DAWR Plant Import Operations, Biosecurity Plant Division
Nick Nolan	Assistant Director, Plant Biosecurity (Pacific)
Andrew Campbell	CEO, ACIAR
Melissa Wood	General Manager Global Programs, ACIAR
Richard Markham	Research Program Manager ACIAR Horticulture
Tony Bartlett	Research Program Manager ACIAR Forestry
Vinesh Prasad	Country Manager, Fiji and Pacific Island Countries
Caleb Jarvis	Trade & Investment Commissioner, Pacific Trade Invest Sydney office
Jeremy Grennell	GM Export, Pacific Trade Invest Sydney office
Teremoana Mato	Export Services Manager, Pacific Trade Invest Sydney office
Matthew Hodge	Senior Country Specialist, ADB Pacific Liaison & Coordination Office
Masud Nizami	Financial Sector Specialist, ADB Pacific Liaison & Coordination Office
Robert Simms and Matthew Page	Pacific Business Investment Facility (BIF)
Georgie Drummond	Senior Country Officer, IFC Pacific Partnership
Christine Ford	Country Officer, IFC Pacific Partnership
Cathy St Ledger	Operations Officer, IFC Pacific Partnership
Jessie McComb	Operations Officer - Tourism, IFC Pacific Partnership
Becky Last	Operations Officer - Tourism, IFC Pacific Partnership
Sandy Olsen	Vice President Corporate Affairs – Carnival Australia
Jeremy Goodman	Director, Supply Chain – Carnival Australia
Mikhael Mihajlov	Director, Destinations and Experiences – Carnival Australia
Keith Tuckwell (a/g for Amanda Jupp)	Facility Manager, Pacific Readiness for Investment in Social Enterprise
Frank Maiolo & Stephanie Symon	AECOM International Development

Fiji		
Matthew Lapworth	Counsellor, DFAT Regional Pacific Program	
Solstice Middleby	Former Counsellor, DFAT Regional Pacific Program	
Ma'ake Komailevuka	Program Manager, DFAT Suva Post	
Sophie McKinnon	First Secretary, DFAT Fiji Bilateral	
Marina Illingworth	Senior Program Manager, DFAT Suva Post	
Selai Korovusere	Director of Women, Ministry of Women and Poverty Alleviation	
Annaretta Apole	Senior Women's Interest Officer (Livelihoods), MoWPA	
Amelia Nairobi	Principal Research Officer, MoWPA	
Hillary Kumwenda	CEO Biosecurity Authority Fiji	
Ronald Ritesh Prasad	Team Leader Trade Facilitation & Compliance, Biosecurity Authority Fiji	
Mohamed Ifraaz	Biosecurity Officer/Trade Facilitation & Compliance Officer – Plant Permits, BAF	
Shaheen Ali	Permanent Secretary, Ministry of Industry, Trade & Tourism	
Seema Shama	Director of Trade, Ministry of Industry, Trade & Tourism	
Vatimi Rayalu	Acting Chief Economist, Ministry of Agriculture	
Pauliasi Tuilau	Principal Economics Planning Officer, Agrtrade Unit, Ministry of Agriculture	
Vio Veretawatini	Senior Economics Planning Officer, Policy	
Jone Sovalawa	Director Crop Extension, Ministry of Agriculture	
Apaitia Macanawai	Director Crop Research, Ministry of Agriculture	
Tom	Director Animal Production, Ministry of Agriculture	
Tepola Seniloli	Principal Agricultural Officer – Central Division, Ministry of Agriculture	
Audrey Aumua	Deputy Director General, Pacific Community (SPC)	
Jan Helsen	Director Land Resources Division, SPC	
Karen Mapusua	Land Resources Division, Coconut Project Team Leader SPC	
Nafitalai Cakacaka	General Manager, Business Risk Services, Fiji Development Bank	
Setaita Tamanikaiyaroi	Manager, Enterprise Risk and Business Development, FDB	
Aisake Radu	Regional Manager, Relationship & Sales Central/Eastern FDB	
Sakiusa Tubuna	Regional Representative IFAD	
Erik Aelbers	Head, ADB Economics and Programming Unit	
Krishnan Narasimhan	Program Manager, Pacific Financial Inclusion Program	
Alisi Tuqa	Acting CEO, PIPSO	
Eseta Nadakuitavuki	Chair, Women Entrepreneurs & Business Council	
Maria Moi	Director, Ben's Trading Ltd	
Sant Kumar	Bula Agro Ltd	
Graeme Thorpe	The Balthan Group	
Roger Kim	Produce Specialities Ltd	
Sam Foy	Retired exporter (Chair of the MAWG)	
Donny Yee	Managing Director, Lami Kava Ltd	
Jodie Smith	The Earth Care Agency (formerly of Ranadi Plantation)	
Krupali Ben	Food Processors Ltd	
Francis Hiran	Food Pacific Ltd	
Loata Leweniqila	Women in Fisheries Network	
Sashi Kiran	CEO Foundation of Rural Integrated Enterprises & Development (FRIENDS)	
Muja Mohsin	Team Leader, Market Development Facility Fiji Program	
Lavinia Kaumaitotoya	Program Manager, Pacific Islands Farmers Network Organisation	
Michael Brown	CEO, Nature's Way Co-operative Ltd	
Kyle Stice	Operations Manager, Nature's Way Co-operative Ltd	
Thompson Yuen	Program Manager, DFAT Private Sector Development-Fiji	
Alisi Tuqa	Pacific Islands Private Sector Organisation	

David Haberfield	Director, HACCP International
Apiame Cegumalua	Project Manager Fiji, HACCP International
Losalini Leweniqila	Fiji National Coordinator, PHAMA
Dianne Barr	PHAMA PMO
Bronwyn Wiseman	PHAMA PMO
Semy Siakimotu	PHAMA PMO

New Zealand

Joseph Montgomery	Development Manager – Agriculture, Ministry of Foreign Affairs and Trade NZ
Kerryn Lang	Development Manager – Trade, Ministry of Foreign Affairs and Trade NZ
Nacanieli (Natha) Waqa	Pacific Regional Manager, Ministry of Primary Industries, New Zealand

PNG

Chakriya Bowman	Counsellor Economic Governance, DFAT Port Moresby High Commission
Julienne Leka-Maliaki	Economic Program, DFAT Port Moresby High Commission
Simon Dawkins	Economic Program, DFAT Port Moresby High Commission
Jodie McAlister	First Secretary, Economic Governance, DFAT Port Moresby
William Chisolm, James Aipale	MFAT Agricultural Team
Florence Rahiria	ACIAR Regional Manager, PNG
Pere Kokoa	Chief Plant Protection Officer, NAQIA
Amanda Mararuai	Senior Plant Protection Officer, NAQIA
Warea Orapa	Acting General Manager, Operations NAQIA
Allan Oliver	World Bank
Claire Parik	Manager- Economics, PNG Cocoa Board
Ian Mopafi	Coffee Trader, Kenilogo Farmers Co-operative
Mark Munnul	Coffee Roaster and Trader, Kosem Limited
Jacqueline Ruguna	Coffee Industry Corporation (CIC)
Brian Manny	CIC, Coffee Export Regulator
Sallyn Lomutopa	PNG Women in Coffee (PNGWIC)
Potaisa Hombunaka	Project Manager, CIC Productive Partnership in Agriculture Project (CIC-PPAP)
Noel Kuman	Fresh Produce Development Authority (FPDA)
Dr. Sergie Bang	Director General, National Agriculture Research Institute (NARI)
Dora Tamate	Kokonut Industri Koporesen (KIK)
Theresa Arek	Amruoa Kokonut Industri
Susan Bakani	Director, Artisan Culture
Elaine Bate	Managing Director, Egwalau Tours
Sioni Sioni	Milne Bay Tourism Bureau
Annette Sete	Lava Girl Handicrafts, Kokopo
Grace Kiembasa	Awareh Trading
Professor David Kavanamur	Economic Growth, PNG Governance Facility (PGF)
Rabbie Namaliu jr.	Decentralisation and Inclusive Growth, PGF
Kila Sylvia Tau	Inclusive Growth & Women's Entrepreneurship Facilitator, PGF
Sidney Suma	Country Manager, PHAMA PNG
Jane Ravusiro	National Coordinator, PHAMA PNG

Samoa

Hon. Sili Epa Tuioti	Hon. Minister of Finance
Hon. Lopao Natanielu Mua	Hon. Minister of Agriculture and Fisheries
Tagaloa Eddie Wilson	President Samoa Association for Manufacturers and Exporters; Chair MAWG

Measina Meredith	Counsellor Dev Coop, New Zealand High Commission, Samoa
David Lowe	Counsellor Dev Coop. Australian High Commission, Samoa
Melissa Mitchell	Second Secretary Dev Coop. Australian High Commission, Samoa
Patea Setefano	CEO Samoa Trust Estate Corporation (STEC)
Tilafono David Hunter	CEO Ministry of Agriculture and Fisheries (MAF)
Lupeomanu Pelenato Fonoti	ACEO-Quarantine, MAF
Moafanua Tolo Iosefa	ACEO-Crops, MAF
Aiolupotea Tony Aiolupotea	ACEO-Animal Production and Health
Asuao Kirifi Pouono	PHAMA National Coordinator
Hans Maurer	Team Leader, MFAT Cocoa Development Project
Jimmy Tofer Su'a Leasi	Trainer, MFAT Cocoa Development Project
Lemauga Hobart Vaai	CEO, Samoa Chamber of Commerce and Industry Inc.
Tuimaseve Kuinimeri Asora-Finau, Pousui Dr. Fiamé Leo, Dr. Seesei Molimau-Samasoni	Heads of Plant & Food Products Division; Post Harvest Division and Technical Services Division, Scientific Research Organisation of Samoa
Taimalie Charlie Westerlund, Alex Brunt	Chairman and General Manager Ah Liki Investment Corp
Susan (AVI Business Volunteer)	Women in Business Development Incorporated (WIBDI)
Prof. Penelope Schoeffel	Gender and Social Specialist, National University of Samoa (NUS)
Emele Meleisea-Ainuu	Gender and Social Specialist, NUS Advisory Service with Samoa Farmers
Pulotu Lyndon Chu Ling (CEO), Jacinta Matulino (ACEO), Fepulea'i Toleafoa (ACEO)	CEO and staff of Ministry of Commerce Industry and Labour
Samau Etuale Sefo	Pacific Oil (Coconut Industry Processing)
Saena Penaia Mulitalo	Samoa Federated Farmers Incorporated – SFFI (Cocoa Industry)
Elvis Prasad	Tanumapua Poultry Farm
Tiatia Tauloa	
Papalii	Savaii Farmers Association (Sosaite Aufaifaatoaga Savaii)
Va'a Alofipo	

Tonga

Andrew Ford	Australian High Commissioner
Rhona McPhee	Deputy High Commissioner, Counsellor Development Cooperation
Runte Likiafu	Program Manager, AHC
Elena Procuta	Deputy High Commissioner, Development Cooperation, New Zealand High Commission
Oli Fukofuka	Program Manager, New Zealand High Commission
Edgar Cocker	CEO Ministry of Commerce, Consumers, Trade, Innovation and Labour
Hon. Semisi Fakahau	Minister of Agriculture, Food, Forests & Fishery
Dr Viliami Manu	CEO Ministry of Agriculture, Food, Forests and Fisheries
Dr Viliami Kami	Head of Quarantine MAFF
Drew Havea and Vanessa	CEO and Deputy CEO Tonga National Youth Congress
Salote Fukofuke; Amelia Tuinukuafe; Luseane	Women farmers and innovators
Pousima Afeaki	Co-chair, Tonga MAWG and horticultural product farmer
Tsutomu Nakao II (Tom) and Saia	Horticultural product exporter and horticultural product farmer
Paula Mosa'ati	PHAMA National Coordinator
Mona Lisa	Handicraft Advocate, True Tonga Inc.
3 additional MAWG members	

Solomon Islands

Cass Grant	Second Secretary, Economic Growth Australian High Commission
Alfred Ramo	General Manager Solomon Islands Commodity Export Marketing Authority (CEMA)
Francis Tsatsia	Director, Biosecurity Solomon Islands
Moses	Cocoa Industry Working Group
Julius Houria	Chair, Solomon Islands Timber Producers and Exporters Association (SITPEA)
Andrew Piper	Country Manager, PHAMA
Samantha Maeke	National Coordinator, PHAMA

Vanuatu

Jennifer Da Rin	High Commissioner, Australian High Commission (AHC), Vanuatu
Susan Ryle	Deputy High Commissioner and Counsellor Development Cooperation (AHC)
Katherine Beckett	Counsellor Development Cooperation, New Zealand High Commission
Megan Kybert	First Secretary, DFAT Development Cooperation
Alison George	First Secretary, DFAT Development Cooperation
Pamela Carlo	Senior Program Manager, DFAT Infrastructure Program
Patricia Fred	Program Manager, DFAT Safer Communities and Governance
Joanna Houghton	Director, DFAT Vanuatu Desk
Clinton Pobke	Director, Governance for Growth Program, Vanuatu
Jennifer Kalpokas	Senior Program Manager, Governance for Growth Program
Alice Kalontano	Program Manager, Governance for Growth Program
Sonya Gray	First Secretary, Political and Economy Unit
Yvette Andrews	Program Manager, Education Program
Rebecca Bogiri	PHAMA National Coordinator
Ian Peebles	Principal Veterinary Officer, Ministry of Agriculture
Peter Judge	A/Director, Department of Trade, Ministry of Trade
Noel Kalo	A/Director, Department of Industry, Ministry of Trade
Moses Bani	A/Director, Tourism Department, Ministry of Trade
Wensi Naki	Department of Industry, Ministry of Trade
Ruth Amos	Head, Vanuatu Standards Board
Beverly Nishai-Marango	Vanuatu Standards Board
Ian Bani	Department of Industry Handicrafts IWG Secretariat
Asela Pooi	SPBD Microfinance
Elizabeth Bebe	VANWODS Microfinance
Sorah Tari	WEAV Cooperative
Fremden Shedrack	Team Leader Skills Partnership (TVET)
Shirly, Lesline and 1 other	Wan Smol Bag
Emily Tumukon	CODEX Consultant, Ministry of Interior
Jeff Hyde	Team Leader, MFAT Vanuatu Strategic Tourism Action Plan (VSTAP)
Blair Freeman	Sandalwood Auction Consultant, InduFor
Benjamin Shing	Director General, Ministry of Agriculture, Food, Forests and Fisheries
Timothy Tumukon	Director Biosecurity, MAFFF
Antoine Ravo	Director Agriculture, MAFFF
Hannington Tate	PMU Director, MAFFF

Lonny Bong	Director Livestock, MAFFF
Nambo Moses	Senior Livestock Officer, MAFFF
Henry Sanday	Trade Investment Adviser, MSG Secretariat
Astrid Boulekone	General Manager, Vanuatu Chamber of Commerce & Industry
Carolyn Ernst	Chair, Livestock Industry Working Group
Joseph Merib	Vanuatu Cocoa Industry Association Chair
Basile Malilibacrin	Vanuatu Cocoa Industry Association Vice Chair
Frank King	Vanuatu Kava Industry Association Vice Chair
Jean Fred	Livestock/Kava/Cocoa Small Holder Farmer
Jimmy Toara	Livestock/Kava Small Holder Farmer
Stephen Soole	VCCI Agricultural Industry Association Adviser
Tiata Sileye	Head of Cocoa Dept, Vanuatu Agricultural & Research Technical Center
Peter Vuta	General Manager, Vanuatu Commodities Marketing Board

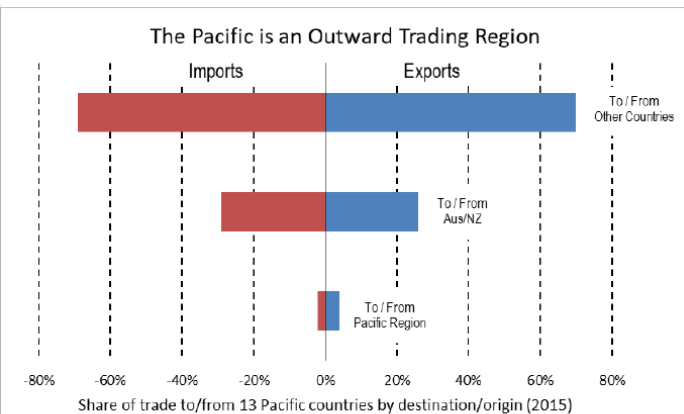
Attachment 3 – Proposed criteria for assessing, ranking and selecting interventions for investment.

The following criteria are proposed to be used by MAWGs in each country for preparing and priority ranking interventions. The PCC & DFAT will approve allocation of investment to priority-ranked intervention proposals:

- **How many Pacific people benefit** – the purpose of PHAMA Plus is to contribute to improved economic growth and improved rural livelihoods for Pacific peoples. Intervention concepts should assess the number people projected to benefit from an intervention in the immediate (next 12 months), short-term (life of program), and medium term (in the next decade). Interventions with the greatest number of projected beneficiaries should be given priority.
- **Who will benefit** – to be sustained a proposed intervention should be projected to benefit wide range of market system actors. DFAT is especially focused on women, youth and people living in remote communities benefiting from PHAMA Plus. The choice of commodities should in part reflect choices to maximise the diversity of those projected to benefit from an intervention.
- **How big is the net impact** – innovations introduced in an intervention concept should project net attributable income change (NAIC) to women and men producers as well as net business turnover change to private sector business partners and their intermediate service providers supporting delivery of a market system intervention. NAIC exceeding 30% (that is a 30% change in net attributable household income from a targeted export commodity) is an internationally accepted benchmark for ranking market systems development interventions.
- **Readiness to change: private sector business partners** – a market systems development approach requires private sector business partners and their intermediate service providers to be willing and capable of delivering an intervention. Proposed interventions should not be given priority without a willing and capable private sector business partner with demonstrated readiness.
- **Readiness to change: producers** – innovations designed to improve the quality and productivity of supply chains will only deliver results in the life of PHAMA Plus if producers are ready to adopt a new way of producing or handling an export commodity. Proposed interventions should not be given priority without evidence that at least early adopters are ready to engage with PHAMA Plus.
- **Climate resilience** – building on models, forecasts, seasonal outlooks and other climate information products and services from regional meteorological agencies, assisted by Australian climate science monitoring and information programs, including the upcoming Australia Pacific Climate Change Action Program - APCCAP supply chains vulnerable to climate change will be assessed before being considered for intervention. Proposed interventions should not be given priority without evidence that quality and productivity can be maintained under a range of climate change scenarios.
- **Do no harm** – proposed interventions must be capable of being managed to do no harm to the environment, children and other vulnerable people, indigenous people or the health and safety of workers. Interventions must not involve resettlement or displacement of people. The costs of managing safeguards must be integral to the resourcing and costs of a proposed intervention.
- **Mutual accountability** – because PHAMA Plus is commercial and export-oriented, there is an important export compliance function required from national public service agencies. It is in the interests of both the partner country and PHAMA Plus for public service export compliance regulators to perform their function efficiently and effectively. Proposed interventions should not be given priority without evidence that national public service export compliance regulators are willing to perform their functions efficiently and effectively. Where capacity constraints impact this performance, PHAMA Plus may be able to provide some support, but the national operating environment and motivation are the sovereign business of partner governments and so will be assessed during priority setting.

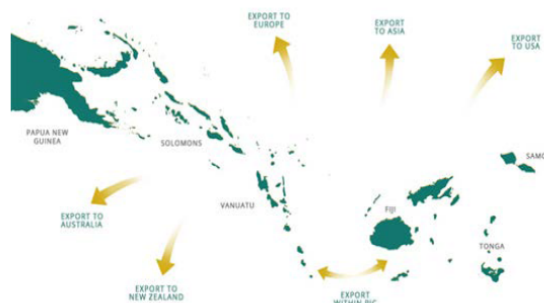
Attachment 4 – Further background for PHAMA Plus design

PHAMA PLUS TARGETS EXPORTS – NOT JUST AUSTRALIA/NZ



Source: World Integrated Trade Solution
<http://wits.worldbank.org/countrystats.aspx?lang=en>

PHAMA Plus Design



6

FOCUS ON NEW & EXISTING EXPORT PATHWAYS

NEW

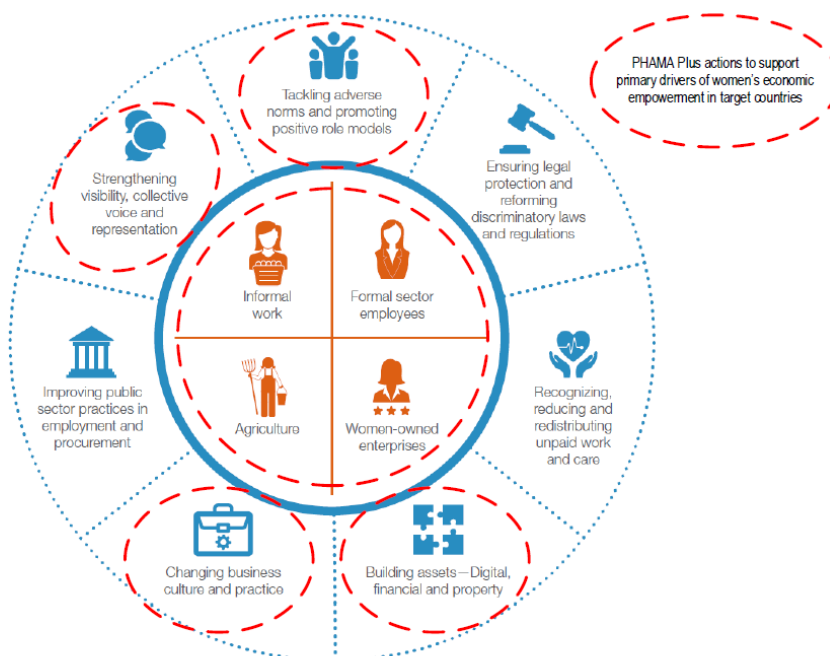
- ❖ BREADFRUIT – FIJI, SAMOA, TONGA
- ❖ CHILLIES - ALL
- ❖ SWEET POTATO (FROZEN) - PNG
- ❖ TAHITIAN LIMES – SAMOA, TONGA, VANUATU
- ❖ KAVA - PNG
- ❖ ASIA OPPORTUNITIES - ALL?

EXISTING

- ❖ COCOA – PNG, SAMOA, SOLOMON ISLANDS, VANUATU
- ❖ COCONUT PRODUCTS - ALL
- ❖ COFFEE - PNG
- ❖ HTFA PRODUCTS – FIJI, TONGA
- ❖ KAVA – FIJI, TONGA, SAMOA, VANUATU
- ❖ ROOTCROPS – FIJI, PNG, TONGA, SAMOA
- ❖ SAWN TIMBER – SOLOMON ISLANDS
- ❖ SQUASH – TONGA
- ❖ BETTER COMPLIANCE CERTIFICATION - ALL

7

INCLUDING WOMEN & YOUTH



- ❖ REPRESENTATION OF WOMEN & YOUTH IN MAWGs & IWGs
- ❖ USE OF EXISTING DATA TO TARGET COMMODITIES & MARKETS
- ❖ INCLUSIVE DESIGN OF INTERVENTIONS
- ❖ USE SEX-DISAGGREGATED MONITORING DATA FOR MANAGEMENT
- ❖ REGULAR REVIEW OF PORTFOLIO AND ADEQUACY OF PROGRESS

8

WHAT SUCCESS WILL LOOK LIKE

ECONOMIC GROWTH

- ❖ MAINTAIN OR INCREASE EXPORTS AS SHARE OF GDP

RURAL LIVELIHOODS

- ❖ +VE IMPACT ON MORE THAN 200,000 FARMING HOUSEHOLDS
- ❖ POSITIVE NET ATTRIBUTABLE INCOME CHANGE (NAIC)
- ❖ INCREASED EXPORT BUSINESS TURNOVER

USE OF MAINTAINED & NEW EXPORT MARKET ACCESS

- ❖ INCREASED QUANTITY OF EXPORTS TO TARGET MARKETS
- ❖ INCREASED VALUE OF EXPORTS TO TARGET MARKETS

BETTER QUALITY & PRODUCTIVITY IN EXPORT SUPPLY CHAINS

- ❖ INCREASED COMPLIANCE IN MANAGED EXPORT PATHWAYS
- ❖ INCREASED IMPORTER CONFIDENCE IN PACIFIC SUPPLY

BETTER PERFORMANCE OF SPS REGULATORS

- ❖ REDUCED TIME TO OBTAIN EXPORT DOCUMENTATION
- ❖ DEMONSTRATED IVA FUNCTIONS IN THE PACIFIC

VALUE FOR MONEY

- ❖ COMPETITIVE INVESTMENT/BENEFICIARY HOUSEHOLD
- ❖ INCREASING SOCIAL RETURN (NAIC/INTERVENTION COST)
- ❖ INCREASING PRIVATE SECTOR LEVERAGE

9

9 February 2018 John Fargher