

**PACIFIC HORTICULTURAL &
AGRICULTURAL
MARKET ACCESS PROGRAM
(THE PHAMA PROGRAM)**

PROGRAM DESIGN DOCUMENT

MAIN REPORT

Correct at 6 July 2010

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ABBREVIATIONS AND ACRONYMS

AACP	All Agricultural Commodities Program (multi-donor, EC led)
ACIAR	Australian Centre for International Agricultural Research
ACP	African, Caribbean and Pacific group of States
ANZFSA	Australia NZ Food Standards Authority
AQIS	Australian Quarantine Inspection Service
ASP	Annual Strategic Plan
AusAID	Australian Agency for International Development
BSG	Biosecurity Australia
BAT	Biosecurity and Trade Facilitation thematic group of SPC
CABI	Commonwealth Agricultural Bureau International
CAC	Codex Alimentarius Commission
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
Codex	Codex Alimentarius (a collection of internationally adopted food standards, developed by CAC)
CPM	Commission on Phytosanitary Measures
DAFF	Department of Agriculture, Fisheries and Forestry (Australia)
DTIS	Diagnostic Trade Integration Studies
ECF	Enterprise Challenge Fund (Australia)
EU	European Union
FACT	Facilitating Agricultural Commodity Trade Program (EC)
FACT II	Enhanced Sustainable Livelihoods through Facilitating Increased Trade and Product Diversification (EC)
FAO	Food and Agriculture Organization of the United Nations
FE	Foreign Exchange
FS	Food Safety
FSANZ	Food Standards Australia and NZ
HSNO	Hazardous Substances and New Organisms Act (NZ)
HTFA	High Temperature Forced Air (quarantine treatment)
IHS	Import Health Standard
IMPEXTEK	Centre for Import-Export Technical Facility (under PACER)
IPPC	International Plant Protection Convention
IRA	Import Risk Analysis
ISPM	International Standards for Phytosanitary Measures
ITC	International Trade Centre
LRD	Land Resources Division (SPC)
MA	Market Access
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Forestry (NZ)
MAFBNZ	Ministry of Agriculture and Forestry Biosecurity NZ
MAWG	Market Access Working Group
MC	Managing Contractor
MFAT	Ministry of Foreign Affairs and Trade (NZ)
MRL	Maximum Residue Level
MSG	Melanesian Spearhead Group
MTR	Mid Term Review
NMAC	National Market Access Coordinator
NPP	New Policy Proposal
NPPO	National Plant Protection Organization (as defined in the IPPC)

NPSO	National Private Sector Organisation
NWC	National Working Committee
NZAID	NZ Agency for International Development
NZTE	NZ Trade and Enterprise
NZFSA	NZ Food Safety Authority
OCT	EU Overseas Countries and Territories
OIE	World Organisation for Animal Health
PACER	Pacific Agreement on Closer Economic Relations
PACREIP	Pacific Regional Economic Integration Program (EC)
PACPS	Pacific ACP States
PAHIS	Pacific Animal Health Information System
PARDI	Pacific Agribusiness Research for Development Initiative (ACIAR)
PCC	Program Coordinating Committee
PDD	Program Design Document
PHAMA	Pacific Horticultural and Agricultural MA Program
PICTs	Pacific Island Countries and Territories
PICTA	Pacific Island Countries Trade Agreement
PIF/S	Pacific Islands Forum/Secretariat
PIPSO	Pacific Islands Private Sector Organisation
PITIC	Pacific Islands Trade and Investment Commission
PMO	Program Management Office
PNG	Papua New Guinea
PPLD	Pacific Pest List Database
PPPO	Pacific Plant Protection Organisation
PRAfTAP	Pacific Regional Aid-for-Trade Technical Assistance Programme (EC)
PRHP	Pacific Regional HIV Project
PSSF	(Samoa) Private Sector Support Facility (NZ)
QA	Quality Assurance
QAE	Quality at Entry
R&D	Research and Development
RIF	Regional Institutional Framework
RMFFP	Project on the Regional Management of Fruit Flies in the Pacific (multi-donor)
RPPO	Regional Plant Protection Organization
RTFP	Regional Trade Facilitation Program (under PACER) (Australia/NZ)
SIRLP	Solomon Islands Rural Livelihoods Project (Australia)
SPARTECA	South Pacific Regional Trade and Economic Cooperation Agreement
SME	Small and Medium Enterprise
SPC	Secretariat of the Pacific Community
SPS	Sanitary and Phytosanitary
SQIP	Samoa Quarantine Improvement Project (Australia)
STABEX	Stable Exports Fund (EC)
STDF	Standards and Trade Development Facility
TA	Technical Assistance
TL	Team Leader
TPO	Trade Promotion Organisation
UNDP	United Nations Development Programme
USP	University of the South Pacific
VASP	Vanuatu Agricultural Security (Quarantine) Project
WTO	World Trade Organization

PACIFIC HORTICULTURAL AND AGRICULTURAL MARKET ACCESS PROGRAM (PHAMA)

EXECUTIVE SUMMARY TO THE PROGRAM DESIGN DOCUMENT

“A structured, strategic approach for assisting Pacific Island Countries gain, maintain and improve access to key markets for selected high-value Pacific products.”

Background: There is an identified need for continued assistance to develop market access (MA) for high-value primary products from Pacific Island Countries (PICs) into key markets. Following approval from a design peer review held in February 2010 and endorsement from Pacific Island Countries, AusAID is advertising for a Managing Contractor for the implementation and program management of the Pacific Horticultural and Agricultural Market Access (PHAMA) program.

Development context: PICs are primarily agricultural economies; however this is not reflected in the export performance for non-commodity primary products and particularly in the export performance for high-value products. This is in contrast to global trends.

Developing countries globally have benefited from a revolution in the trade in high-value agricultural and horticultural products over the past three decades. For many developing countries, exports of high-value primary products have become an important means of increasing economic growth, incomes, and employment; and reducing poverty.

The relatively poor performance of PICs’ exports in this area is particularly disappointing considering:

- (i) these are agriculture-based economies, often with very limited alternative development opportunities;
- (ii) the comparative advantage often identified for the region in the production and export of a wide range of agricultural and horticultural products;
- (iii) the close proximity of some reasonably affluent markets; and

- (iv) the commonly acknowledged role of economic growth and trade as a mechanism for promoting regional stability.

Difficulties faced by PICs in managing the regulatory processes associated with accessing key markets are a major reason behind poor export performance. Progress in negotiating new or improved access has been slow. New MA agreements have been few and hard won, and trade in some products has stagnated and in some cases declined due to the imposition of more onerous MA protocols for products that were historically traded with relative ease.

Key constraints to improving MA include:

- (i) poor identification of MA priorities leading to the highly limited resources available within both exporting and importing country regulatory agencies being used to address market access issues that may not have resulted in economic benefit;
- (ii) limited ability of export country regulatory agencies to prepare and progress high-quality MA submissions;
- (iii) limited capacity of exporting countries to implement sanitary and phytosanitary (SPS) measures required to comply with MA agreements;
- (iv) limited capacity to identify and conduct research and development (R&D) required to establish, improve or maintain MA;
- (v) lack of industry consultation and involvement in MA work;
- (vi) limited capacity of Secretariat of the Pacific Community (SPC) to support MA development activities.

There is a strong case for strategically positioned donor support to address these critical constraints.

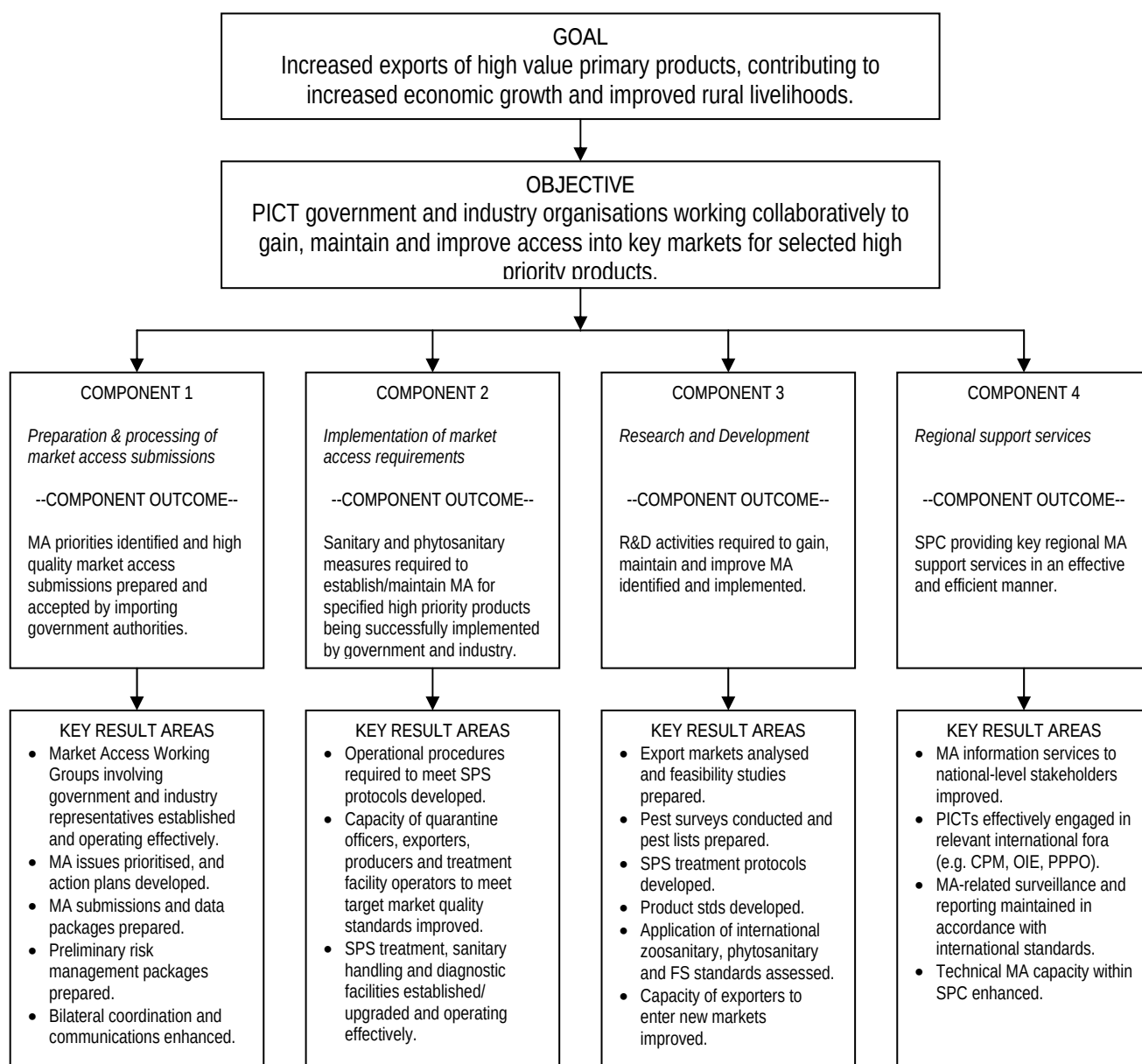
Approach and methodology: Core elements of the approach and methodology include:

- Implementation of a structured, strategic, and actively managed approach to addressing *regulatory* aspects of MA.
- Focus on high-value primary products (fresh and processed), particularly agricultural and horticultural but also fish and forest products where warranted.
- Targeted approach aimed at identifying and working with highest priority products and MA issues. Depending on the particular product and issue, this could potentially involve

- seeking new access for new products, improving access for existing trade (e.g. through negotiation of less onerous quarantine requirements), or maintaining access by developing capacity to meet required SPS protocols. Emphasis will be placed on achieving early progress: semi-processed products, and accelerating the progress of MA submissions that are already in train, are likely to be particularly important in this regard.
- Markets for consideration are not limited to the intra-Pacific region. Japan, EU, USA and Canada will also be actively pursued.
 - Development of a strong partnership between industry and relevant national government agencies in the pursuit of improved MA. The private sector should drive the identification of products to be targeted; it should be fully consulted during the development of MA submissions and agreements; it will need to play a major role in determining R&D priorities; and it will be an important partner in the implementation of MA protocols.
 - Selection of particular MA issues to be addressed on the basis of
 - potential economic impact;
 - cost of establishing MA and probability of achieving a successful outcome;
 - potential distributional impacts for more marginalised households and women.
 - Implementation of a two-pronged approach to capacity building:
 - Firstly, building SPC capacity to provide a clearly defined set of generic, higher-level MA-support services in line with its regional mandate; and
 - Secondly, developing the capacity of national organisations (public and private) to manage MA issues – but at the same time recognising that many of the smaller PICs are likely to remain dependent on facilitation by SPC and other external service providers in the longer term. Capacity building will be strongly centred on ‘learning by doing’ approaches.
 - Seeking explicit, costed contributions from both government and industry wherever the opportunity and capacity exists.
 - Separation of the management of SPC-implemented activities from other activities implemented under the Program. Due to the significant technical and financial constraints currently faced by SPC, during Phase 1 SPC will manage the implementation of a core set of higher-level activities; with the management of other activities at national-level being delegated to a Managing Contractor (MC). Consistent with the Regional Institutional Framework and the mandated role of SPC in providing MA-support services to member countries, it is intended that the MC-managed activities will be progressively integrated into SPCs core program from the start of Phase 2 (with continuing donor

- support), with a corresponding phase-out of the MC, subject to development of appropriate capacity within and funding arrangements for SPC.
- Active linkage with other supply chain/value chain development programs such as the Market Development Facility, Facilitating Agricultural Commodity Trade program and the Pacific Agribusiness Research for Development Initiative. Where programs of this nature are working with the development of export-oriented supply chains and particular MA issues are identified, PHAMA will provide a vehicle for addressing these issues. The need for future bilateral programs to complement PHAMA by targeting specific supply chain development activities as well as broader constraints to trade should also be noted.
 - Adoption of a flexible, programmatic approach that is able to mobilise high quality scientific and technical assistance and other resources to address MA issues as they are identified on a case-by-case basis.
 - Long-term commitment of support, recognising the lengthy timeframes required to progress MA issues.

Strategic Framework:



Duration and phasing: A longer-term duration of 8 years is proposed. Phase 1 will run from mid 2009 to mid 2013, with the first year (2009/10) focussed on finalisation of the design and implementation of a range of preparatory activities. Progression to Phase 2 (mid 2013 to mid 2017) will be dependent on the performance of Phase 1.

Geographic focus: For targeted MA activities (i.e. Component 1-3 activities), Phase 1 will focus on Fiji, Samoa, Tonga, Vanuatu and the Solomon Islands. Phase 2 could expand to other PICs deemed to have strong export opportunities. Component 4 (SPC-managed regional support services) will be extended to all PICs from the beginning of Phase 1 in line with SPC's regional mandate.

Governance and management arrangements: A regional Program Coordinating Committee (PCC) will be established, responsible for providing high-level governance oversight of the Program. The PCC will liaise closely with the SPC Governing Council with respect to SPCs role in the Program and particularly the development of more secure funding arrangements for SPCs MA-support services in the future. Australian Government agencies including AusAID, Australian Centre for International Agricultural Research, Department of Agriculture, Forestry and Fisheries and New Zealand's International Development Group and Ministry of Agriculture, Forestry and Fisheries will participate in the PCC.

Management of the overall Program will be contracted to a Managing Contractor (MC). A Program Management Office (PMO) will be established by the MC in Suva, physically located within SPC. The MC will be directly responsible for implementation of Component 1-3 activities.

Implementation of Component 4 activities will be delegated to the Land Resource Division of SPC, in close coordination with the MC. A Market Access Working Group (MAWG) will be established (or strengthened if a suitable institution already exists) in the five countries where PHAMA is implemented. The MAWGs will include representation from key government agencies and industry. The MAWGs will have major responsibility for determining MA priorities and action plans, and coordinating the implementation of Program activities, in each country.

National Market Access Coordinators (NMACs) will be employed by the Program in each country, providing secretariat support to the MAWGs and maintaining an operational linkage between the PMO and the MAWGs.

PACIFIC HORTICULTURAL & AGRICULTURAL MARKET ACCESS PROGRAM

PROGRAM DESIGN DOCUMENT

1. BACKGROUND

Australia and NZ have supported a number of initiatives in recent years designed to enable PICTs to better meet Market Access (MA)¹ requirements and increase agricultural exports, including the Project on the Regional Management of Fruit Flies in the Pacific (RMFFP, 1990-2000); the Regional Trade Facilitation Program (RTFP, 2004-2009); and various activities designed to build the general capacity of biosecurity, quarantine, and related R&D services. The more targeted of these programs, particularly RMFFP and RTFP have enjoyed some success in increasing exports of a range of products, particularly fruit fly host products².

The need for continued assistance to develop MA for high-value primary products (non-commodity products) was recently argued in a paper published in the *Pacific Economic Bulletin*³. It was proposed that any new initiative should (i) follow a highly targeted approach, focussing on products that have best potential to maximize economic benefits for exporting countries; (ii) facilitate the development of MA submissions; (iii) facilitate the follow-up of MA submissions through importing country regulatory agencies; (iv) support the implementation of necessary MA requirements by exporting country government agencies; and (v) address not only access for new products but, of equal or perhaps even greater importance, improved access for products already able to be exported.

A preliminary design framework for a new Program – the Pacific Horticultural & Agricultural Market Access Program (PHAMA) was developed in early 2008. This was favourably peer-reviewed in May 2008; and a decision to proceed to final design made in June 2009.

A Mission⁴ was mobilised in July 2009 to finalise the design framework and to conduct pre-startup workshops in target PICTs. These workshops, which involved key government and industry representatives with direct involvement/interest in progressing MA issues, were designed to obtain feedback on the scope of PHAMA; make a preliminary identification and prioritisation of market opportunities and related MA issues that could be initially addressed by the Program; and progress institutional arrangements for implementation of the Program in each country.

¹ For the purposes of this report *Market Access* encompasses the process of gaining, maintaining and improving access into specific markets for specific products, with emphasis on regulatory aspects.

² For example, under RMFFP access was gained for papaya, eggplant, breadfruit, mango, pineapple, plantain and two varieties of chilli from Fiji into NZ. No additional access was gained into Australia under RMFFP although papaya to Australia was a follow-on success.

³ McGregor, A.M: The export of horticultural and high-value agricultural products from the Pacific Islands. Pacific Economic Bulletin. 2007.

⁴ Richard Holloway, Team Leader/Design Specialist; Rob Duthie (MA Specialist); Ruth Frampton (Quarantine/Biosecurity Specialist); Sidney Suma/Warea Orapa (SPC, Land Resources Division); and Bruce Shepherd (Market Development Specialist/ITC). The Team visited and consulted with key government agencies and industry representative organisations in Australia, NZ, Fiji, Tonga, Vanuatu and the Solomon Islands between July-November 2009. Mission Terms of Reference are presented in Appendix 14 and the Mission Program/List of People Met in Appendix 13.

2. ANALYSIS AND STRATEGIC CONTEXT

2.1. Export Performance

2.1.1. Role of the agricultural sector in PICT economies

Common features of most PICT economies include:

- A significant proportion of the population (40-80% depending on country) is rural and depends on agriculture for basic food security.
- Agriculture and horticulture provide the major source of cash income for most rural households. This involves an increasingly diverse range of crops and enterprises.
- Agricultural GDP accounts for a sizeable share of total economic activity.
- Many countries have significant structural trade deficits due to a heavy reliance on industrial/manufactured imports.
- Agricultural exports remain relatively undeveloped and have had highly variable performance.

2.1.2. Agricultural export performance

Baseline data on exports of agricultural, marine and forest products from PICTs was collated and analysed as part of the lead-in to this design¹. Summary analyses are presented in Appendix 1, from which the following general conclusions are drawn:

- By value, the most important market for agricultural products is the USA, followed by Japan, Australia and then NZ.
- Agricultural exports on average account for only 6.3% of total exports to these markets. This figure is considered low given the agricultural nature of PICT economies.
- As a proportion of total imports, NZ imports a much larger share of agricultural products than other trading partners (26% of total imports, by value), declining to just 2% for Australia².
- Stripping out the export trade in *commodity* products such as coffee, cocoa, oil palm and copra, exports of generally higher-value *non-commodity* agricultural and horticultural products account for just 2% of exports (representing 32% of total agricultural exports).
- Higher-value agricultural and horticultural export industries are concentrated in Fiji, Tonga, PNG and French Polynesia which together account for around 85% of all such exports (by value). The remaining seven PICTs for which data was analysed account for the remaining 15%.
- The trade in high-value agricultural and horticultural export industries is heavily concentrated on relatively few products. In decreasing order of importance: noni juice, spices (especially vanilla), root crops (especially taro), squash and copra meal account for 89% of all exports (by value). The 17 next most important export products account for the remaining 17%.

In summary, despite the fact that PICTs are primarily agricultural economies, export performance for primary products in general and high-value products in particular has been poor. In contrast,

¹ AusAID Environmental and Rural Development Thematic Group: Trade in Agricultural Products from the Pacific Islands: An Analysis of Performance Constraints and Opportunities. May 2007.

² Reflecting the influence of the substantial trade in minerals and petroleum products from PNG to Australia.

developing countries globally have benefited from a revolution in the trade in high-value primary products (including horticulture, livestock, fish, cut flowers and organic products) over the past 20-30 years. Exports of this nature now make up 66% of all developing country agricultural exports, or almost twice that for PICTs. For many developing countries, the export of high-value primary products has become an important means of increasing economic growth, incomes, and employment; and reducing poverty.

For PICTs, however, new MA agreements, especially to markets such as Australia and NZ, have been few and hard won, and trade in some products has stagnated and in some cases actually declined due to the imposition of more onerous MA protocols for products that were historically traded with relative ease. Where MA has been gained for particular products, trade has often failed to develop, possibly reflecting inadequate initial consideration of export potential. This performance is particularly disappointing considering: (i) these are agriculture-based economies, often with very limited alternative development opportunities; (ii) the comparative advantage often identified for the region in the production and export of a wide range of agricultural and horticultural products; (iii) the close proximity of some reasonably affluent markets; and (iv) the commonly acknowledged role of economic growth and trade as a mechanism for promoting regional stability.

2.1.3. Export potential for high-value primary products

The main factors that determine an island country's ability to successfully develop exports of high-value primary products include: (i) suitable agronomic conditions to produce products for identified markets; (ii) ready access to an international airport or seaport and availability of air and sea freight capacity to target markets at competitive freight rates; (iii) private sector marketing capability; (iv) quarantine pest status and management (especially relevant for fresh products); and (v) ability to negotiate MA and resolve MA issues including sanitary and phytosanitary (SPS) issues (for fresh products) and Food Safety (FS) issues (for processed products, as well as fresh fruits and vegetables in the form of Maximum Residue Levels (MRLs)). Based on these criteria, Fiji is assessed to have reasonably strong potential for increasing exports; Vanuatu, Samoa, Tonga, PNG and the Cook Islands medium potential; and the Solomon Islands, Kiribati and other atoll countries and territories relatively low potential¹.

NZ, Australia, the west coast of the United States, Canada, Japan and the EU are all important and growing potential markets for high-value primary production exports from PICTs. Some of these markets offer seasonal windows for a range of fresh fruit and vegetable products. Some also have large and increasing Pacific Island and Asian populations that provide a ready-made market for a range of traditional Pacific Island products. Fiji and the Polynesian countries are well placed to take advantage of these opportunities. In contrast, western Melanesian countries have lower competitive advantage in fresh horticultural exports due to poorly developed and difficult supply chains, air and seafreight constraints, unfavourable fruit fly status, and lack of their own peoples living in target markets. They do however, have good potential for the production of various nut and spice products which are generally higher value, less perishable, easier to transport, and easier to obtain MA for. Current MA arrangements for high-value agricultural and horticultural products into various markets are listed in Appendix 2, together with a preliminary assessment of possible opportunities for new access for new products, or improved access for products that are already being traded. Against this potential, however, note that competition from a number of Asian countries – especially China, Vietnam, Thailand and the Philippines – is rapidly increasing.

¹ McGregor, A.M: *ibid*.

Regional trade in primary products between PICTs is not well established and often problematic. While a number of regional trade agreements/arrangements such as PICTA and MSG are already in place, many PICTs are net importers of products from outside the region that in many cases could be supplied at lower cost from neighbouring PICTs. For example, various PICT industry groups have indicated potential for increased intra-Pacific trade in products such as tomatoes, onions, taro, watermelon and potatoes. In many situations regional political differences rather than differences in pest and disease status appear to be the main impediment to trade.

The general lack of formal market access for high-value primary products into key markets, the time taken to make the small gains achieved to date, and an inability to respond rapidly to changing MA requirements for existing trade have seriously constrained the development of export industries and contributed to a high level of frustration with current MA mechanisms.

2.2. Institutions Involved in Gaining and Maintaining Market Access

The process of gaining, maintaining and improving MA involves technical, organisational and political input by key public and private sector institutions at both national and regional levels. The level of involvement of any institution is dependent on the specific MA issue being addressed, the mandated role of the institution and the capacity of the institution to deliver the required input/s. The key institutions involved are summarised below and further described in Appendix 3.

2.2.1. Importing country agencies with market access responsibilities

Australia and NZ. In Australia, Biosecurity Services Group (BSG), within the Department of Agriculture Fisheries and Forestry (DAFF), is responsible for consideration of international MA requests and determination of final import policy in relation to quarantine and biosecurity issues. Once a MA request is approved and import policy recommended by BSG, the Australian Quarantine Inspection Service (AQIS, also part of DAFF) is responsible for implementing operational aspects of the policy.

In NZ, MAF Biosecurity New Zealand (MAFBNZ) is responsible for consideration of international MA requests and determination of final import policy in relation to quarantine and biosecurity issues; and the MAFBNZ Clearance Service (formerly known as the MAF Quarantine Service) is responsible for checking compliance with import requirements.

In addition to the biosecurity/quarantine standards that may apply to imported products, food safety-related standards also apply to imported food and beverage items of animal or plant origin. Food Standards Australia and NZ (FSANZ) develops food standards (primarily composition and labelling) for food sold in Australia and NZ. The 'product' from this arrangement is a joint Australia and NZ Food Standards Code. International food standards, set by the Codex Alimentarius Commission and commonly referred to as the Codex standards, usually provide the basis for specifying the requirements for food and beverage items imported into Australia and NZ.

Other importing countries. The institutional set-up governing MA into countries other than Australia and NZ is broadly similar to that outlined above. There is a clear perception among PICTs of the relative ease of dealing with the regulatory agencies of various countries. Japan is considered the easiest country to deal with in a regulatory sense, followed by the US, NZ and then Australia respectively. This ranking may be attributed, in part, to the quarantine status of the

respective countries. However, in many instances an unwillingness or inability to engage or communicate to resolve MA issues is cited.

2.2.2. PICT government agencies with market access responsibilities

MA responsibilities within PICTs generally sit within the Quarantine Departments of the Ministries of Agriculture. The names of these institutions vary between PICTs. They have a range of common roles including prioritisation of MA requests, development of MA submissions, bilateral negotiation of MA agreements, and implementation of stipulated export protocols. The Quarantine Departments and national R&D providers fill an important role in the development of pest lists and various other R&D activities required to gain, maintain or improve MA. The capacity of the PICT Quarantine Departments to manage MA issues for primary production exports is generally low.

2.2.3. Industry associations and community groups

Formal representation of industry interests through industry associations and community groups is a critical element of industry development. An important function of these organisations is to provide an interface between producers and government in relation to driving the MA process, including identification of MA priorities; implementation of requirements to maintain MA in line with agreed access protocols; and development and implementation of industry/product standards. A range of representative organisations and community groups exists in target PICTs, but composition, function and effectiveness is highly variable. Most comprise a grouping of key agricultural growers and/or exporters; but many are poorly organised, have relatively limited capacity, and demonstrate a weak relationship with government.

In some instances associations – and even individual growers or exporters – have attempted to bypass the relevant government agency responsible for MA issues and deal directly with importing country regulatory authorities. There is an increasing reluctance on the part of importing country agencies to deal in any way other than government-to-government, and in the long run the approach will prove counterproductive. This reinforces the need for industry to be formally organised and to develop an effective working relationship with relevant PICT government agencies.

2.2.4. Secretariat of the Pacific Community¹

Negotiating MA is a sovereign responsibility that lies with PICT governments. Other aspects related to obtaining, maintaining and improving MA (such as implementation of agreed MA protocols, R&D, training, development of pest lists and animal and plant health status-related databases, and extension) are provided in varying degrees by national government agencies and by the Land Resources Division (LRD) of the Secretariat of the Pacific Community (SPC), which has an important mandate to help increase trade by building trade capacity and strengthening PICT biosecurity services in the region. In effect, the regional mandate of SPC recognises that technical capacity supplementation is a necessity for many PICTs. The smaller PICTs in particular lack the capacity to address biosecurity issues and manage MA issues on their own, and are therefore likely to remain dependent on SPC's assistance, or support from other 'third party' service providers, in the longer term.

¹ The role and function of SPC in relation to providing regional biosecurity and quarantine services is further detailed in Appendix 6.

Regional biosecurity and trade facilitation services are delivered by SPC mainly through the Biosecurity and Trade Facilitation Group (BAT) of LRD. BAT aims to: (i) facilitate trade and tourism while minimising the threat to biological diversity, agricultural production, food security and public health from exotic pests and diseases; (ii) serve as secretariat to the Pacific Plant Protection Organisation (PPPO); (iii) strengthen national capacity to undertake economic and financial analyses of opportunities for increased domestic and export trade; (iv) develop and promote sustainable and efficient post-harvest technologies; (v) improve administrative frameworks for effective delivery of biosecurity services; (vi) develop emergency response and contingency plans for pest incursions and outbreaks; and (vii) conduct surveillance and monitoring of quarantine pests including fruit flies.

Other more science-oriented thematic groups of LRD also play an important role in relation to delivery of SPC's regional biosecurity and trade facilitation services. In particular, the specialist plant protection scientists and veterinarians of the Plant Health and Animal Health and Production Groups assist PICTs by undertaking surveys of plant pests and animal diseases; updating and managing pest and disease lists; maintaining information databases such as the Pacific Pest List Database; sourcing or producing and distributing publications and other information resources on plant and animal health status; and supporting and building the surveillance and diagnostic capacity of national biosecurity (quarantine, plant and animal health) personnel.

2.2.5. Other regional organisations

Pacific Plant Protection Organisation (PPPO). The PPPO is one of the Regional Plant Protection Organisations established under the International Plant Protection Convention. All Members of the Pacific Community (27 in total, including 22 PICTs and the 5 founding members) are Members of the PPPO, which exists to provide advice on phytosanitary measures in order to facilitate trade without jeopardizing the plant health status of the importing Members and countries. It is responsible for co-ordinating harmonization of phytosanitary measures in the Region; fostering co-operation in plant protection and other phytosanitary matters among and between Members and countries and organisations outside the Pacific region; and acting for Members in developing contacts with, and where appropriate providing input into, other global and regional organisations that have authority in such matters. The LRD of SPC is designated to be the PPPO's Secretariat and run the day-to-day affairs of the organisation. As such, LRD is required to pay particular attention to ensuring that the views and concerns of Pacific members are adequately taken into account in the development and implementation of global phytosanitary measures.

Pacific Islands Forum. The Suva-based Pacific Islands Forum (PIF) is recognised as the premier regional policy-making body of the self-governing states in the Pacific. It comprises the heads of government of member states who meet annually to develop collective responses to regional matters, including economic development and trade. The Forum's administrative arm is known as the Forum Secretariat (PIFS).

Pacific Islands Trade and Investment Commission (PITIC). PITIC is the international agency of the PIFS. It has four overseas offices (in Australia, NZ, China and Japan)¹, funded by the respective countries in which they are located. It aims to contribute to sustainable economic advancement of PIF countries by supporting private sector development in the region. PITIC

¹ Various labels PITIC (Sydney and Auckland); Pacific Information Centre (Tokyo); and PIFTO (Beijing). In the future it is possible that the PITIC network will be expanded to also include India, Taiwan, and Europe.

works closely with a network of government, peak industry bodies and non-government agencies to deliver a range of practical trade, export, tourism and investment support services, similar in many ways to those that might be provided by a Trade Commission.

Pacific Islands Private Sector Organisation (PIPSO). PIPSO, established in 2006 under PIFS, aims to facilitate policy dialogue (including trade dialogue) within the private sector at a regional level. PIPSO members include peak National Private Sector Organisations (NPSOs) for each of the 14 Forum island countries (usually the National Chambers of Commerce). To date, primary production has been poorly represented within these higher-level fora. The efforts of PHAMA will directly improve the articulation of primary production MA issues, which should provide an important input to the ongoing trade dialogue efforts of the NPSOs and PIPSO.

2.3. Summary of Key Constraints

Negotiating new or improved MA and ensuring the effective implementation of agreed MA protocols are mandatory responsibilities of government. Progress in negotiating new or improved access has been slow, resulting in a high level of frustration within industry and wasted export opportunities. Key constraints, further elaborated below, include: (i) poor identification of MA priorities; (ii) limited ability of export country regulatory agencies to prepare and progress high-quality MA submissions; (iii) limited capacity of exporting countries to implement SPS measures required to comply with MA agreements; and (iv) limited capacity to identify and conduct R&D required to establish, improve or maintain MA; (v) lack of industry consultation and involvement in MA work; and (vi) limited capacity of SPC to support MA development activities. There is a strong case for strategically positioned donor support to address these critical constraints.

Prioritisation of MA submissions. Australian and NZ regulatory authorities have indicated that MA requests from PICTs are generally poorly prioritised and communicated. The highly limited resources available within both exporting and importing country regulatory agencies are often squandered on submissions that are unlikely to be successful or even if successful unlikely to result in significant economic benefits; priorities are sometimes changed once the importing country has commenced work on the access request; and conflicting priorities are often communicated by different groups. The amount of time taken for a MA request to be placed in the work program and then finally approved (commonly 2-5 years) emphasises the importance of clear prioritisation by PICTs to ensure that available resources are focussed on the most important MA requests.

Poorly specified, poorly communicated and shifting priorities result in considerable delays in processing MA requests. Importing countries devote limited resources to PICT MA issues and if priorities change before completion of the import risk analysis process, much of the resource input is wasted. Furthermore, an immediate start on the new priority is not guaranteed.

In some instances access may have been approved but because priorities have changed within the PICT (for various reasons), or the MA request was poorly considered in terms of market potential in the first place, trade does not occur or occurs infrequently.

A robust and transparent prioritisation process involving the public and private sectors, and clear and consistent communication of priorities, would greatly improve the efficiency of the overall process. This requires the establishment of effective consultative mechanisms between government and industry.

PICT capacity to develop and progress submissions. Ability of PICTs to develop and progress MA submissions is severely constrained by lack of appropriately skilled staff able to interpret and apply the relevant international SPS standards and prepare MA submissions; limited ability to access or generate relevant technical data (e.g. pests lists and supporting R&D where required); and lack of operating budget for MA activities. As a result, submissions are often poorly prepared and incomplete in terms of required supporting information such as pest lists. Incomplete MA submissions can result in considerable delays as importing countries seek additional information and clarification before risk analysis work commences. Applicants are often very slow to respond with the additional information requested. In some instances PICTs do not have sufficient information or resources to confirm or deny pest list issues, although this situation is slowly improving in response to national and regional initiatives to conduct surveys and develop pest lists and associated databases. Under the new regulated IRA process in BSG it is unlikely that an IRA will commence until BSG considers they have *all* of the relevant information to complete the IRA within the prescribed 24 to 30 month period.

The situation is compounded by constraints with communication and coordination mechanisms within PICTs. PICT governments commonly acknowledge the importance of agricultural exports and improved MA, but an organised approach to managing MA efforts, with appropriate budgetary support, is not evident. Coordination mechanisms within the various operating units of the Ministries of Agriculture can be improved.

Management by PICTs of the bilateral process tends to be passive rather than active. There is generally very little follow-up on the progress of MA requests. Bilateral discussions to progress MA issues with prospective trading partners are infrequent (or non-existent) and for some PICTs bilateral discussions at the plant quarantine level are not happening. There are few agreed or predetermined schedules or timelines for negotiations to take place. Progression of MA requests is often based more on the goodwill of the potential trading partner, rather than PICTs seeking to establish an assertive and constructive bilateral dialogue to ensure MA requests are considered in a timely manner. It is often assumed by PICT government agencies and industry that their MA requests are being actively progressed but this is usually not the case. The inability or unwillingness of PICT governments to lobby strongly for timely consideration of their MA requests appears to be a major contributing factor to the poor representation of PICT requests in the work programs of importing country regulatory agencies. PICTs also tend to be poorly resourced to participate in the MA negotiation process.

AusAID funded a Market Access Coordinator position within BSG during 2007, designed to facilitate consideration of PICT MA issues. While there were relatively few MA gains over the period, PICTs report that the position resulted in improved communication and coordination with BSG on MA and maintenance issues. Re-establishing this dedicated position would be highly desirable, both in relation to progressing formal MA requests as well as improving existing protocols outside of the formal IRA work program.

There is considerable industry dissatisfaction with government agencies responsible for managing bilateral MA issues. A lack of communication between industry and government on MA issues, a perception that PICT Ministries are not vigorously pursuing MA issues at the bilateral level and a lack of competent staff and facilities to provide a solid MA foundation are all areas of common concern for industry.

Many of the smaller PICTs will always lack the skills and capacity to progress MA arrangements on their own, and are therefore likely to remain dependent on external facilitation in the longer

term. The ability of SPC to provide support in this area is weak; while linkages with possible ‘third party’ service providers are not developed.

MA approval process. Australia’s Import Risk Analysis (IRA) process and NZ’s Import Health Standard (IHS) process are detailed, lengthy, and slow. Previously completed IRAs, for example, have taken 2-5 years to complete. Some IRAs are still underway 5+ years after initiation. There is limited ability (or willingness) to give priority consideration to requests from PICTs; although this may be slowly changing (at least for Australia and NZ) in line with increasing recognition of the central role of trade in promoting regional economic growth and stability. The time taken to complete IRAs and IHSs and implement import policy is dependent upon the resources available within the importing country regulatory agency (always constrained); technical and political complexity of the access request; quality of the information presented in the MA submission; and the degree to which the process is actively managed by the requesting authority. The lengthy nature of the MA approval process underscores the need for clear identification of top priorities; high quality submissions; and active management by exporting countries of the submission process. Mechanisms for proponent-based funding of MA requests have been considered in recent years as a possible means of overcoming budget constraints within import country regulatory agencies, but have yet to be satisfactorily operationalised.

PICT capacity to implement export protocols. Once MA has been gained, PICT government agencies carry the major responsibility for implementation of operational procedures required to meet export protocols. ‘Best practice’ codes for export producers, inspection procedures, and treatment facilities and other infrastructure to ensure the supply of quality product that has minimum risk of failing to meet required export protocols are often not well developed. The capacity of PICT government agencies to deliver these services varies considerably between PICTs but tends to be constrained by a lack of budget and adequately skilled staff. PICTs receive some training support in this area from SPC (and also through several bilateral programs) but further development is essential if MA is to be maintained. Capacity to manage biosecurity operations (monitoring and surveillance for invasive species, and incursion responses) – an important element of maintaining existing trade – also tends to be weak.

Many agricultural products require some form of quarantine treatment prior to or during export. In the case of PICTs the commodities requiring treatment are usually fruit fly host commodities and the treatments consist of either fumigation with methyl bromide or heat treatment using a high temperature forced air (HTFA) facility. HTFA facilities exist in Fiji, Samoa, Tonga, Vanuatu, and the Cook Islands. Heat treatment protocols exist for several exporting countries and several fruit fly host products into NZ (e.g. papaya, breadfruit, eggplant, mango, *Citrus* species); but only for Fijian papaya into Australia. Currently, only the Fiji HTFA plant is operating successfully¹ allowing the export of fruit fly host products to Australia and NZ on a commercial basis. This facility is owned and operated by the private sector² and provides a good example of what can be achieved with competent management. Several common concerns were raised by industry regarding the limited use of the HTFA facilities in PICTs other than Fiji. Government ownership of the facilities and the associated lack of commercial skills required to run and maintain such facilities, high treatment costs and limited treatment capacity are all commonly cited issues. Some PICT government agencies also cite a poor and inconsistent supply of product for treatment as the major limiting factor. Whatever the specific reasons for the limited use of these facilities, they are already in place, MA already exists for some fruit fly host commodities,

¹ The Tonga plant has recently been upgraded and expanded, and is about to recommence operations after a long period of dis-use.

² Natures Way Cooperative.

and the highly successful Fiji model indicates that some trade should be possible given the right commercial settings.

Fumigation with methyl bromide is another important treatment for some PICT exports¹. Permanent fumigation facilities are either non-operational (with fumigation occurring under tarpaulins or in-container) or limited in operational capacity. The status of accreditation of fumigation facilities and service providers with importing countries is unclear. Good approved facilities and competent staff are essential requirements for MA for some agricultural products and to ensure the risk of introduction of exotic pests and diseases is minimised.

The ability to store and process agricultural products in a pest and contaminant-free environment prior to and during the inspection/export certification process is another crucial requirement. The condition of related facilities varies from country to country but generally infrastructure is poor². Under these conditions post-harvest contamination by hitchhiking pests and other contaminants is a strong possibility, leading to non-compliance issues at the import destination. Non-compliance may result in additional treatment, reshipment or destruction of the consignment.

MA-related R&D. A prioritised and co-ordinated R&D strategy is an essential part of obtaining, maintaining and improving MA. The RMFFP is a good example of co-ordinated R&D that provided tangible MA gains during the life of the program. At present there is little in the way of systematic identification of export market opportunities (and issues) based on sound economic and market analysis; while technical R&D efforts to determine pest distributions, provide new treatment options for pests of various products, and promote sound agronomic practice to ensure quality product, tend to be uncoordinated and weak. This is due to poorly specified needs and lack of strategic R&D planning at national level; limited capacity and funding of national R&D organisations; limited efforts to identify and address regional R&D priorities in a systematic and coordinated manner; and limited linkage with international and regional R&D organisations that may be able to provide input to national R&D efforts.

In smaller and less developed PICTs such as the Solomon Islands, a general lack of commercial export experience poses a serious constraint to the development of exports of higher-value agricultural and horticultural products. This is reflected in the limited ability of exporters/potential exporters to identify export opportunities, conduct export feasibility studies, and navigate through the regulatory and procedural requirements associated with developing new export activity in new markets.

Lack of industry consultation and involvement in MA work. The involvement of industry as a driver for gaining, maintaining and improving MA is essential to ensure markets gained are commercially viable and to ensure continued improvement, where possible, of existing markets. Coordination and communication between industry and exporting country government agencies, with respect to MA issues (prioritisation of requests, reviews of current trade and any emerging issues) is limited. Industry and exporter associations exist within some PICTs but there are currently few active organisations due at least in part to poor export market conditions. These groups, where they exist, could play an important role in facilitating private sector and government dialogue in relation to improving MA. There is a generally opportunity for greater

¹ Also important for imports of various products to reduce the risk of introduction of exotic pests or diseases that may threaten agricultural industries or the environment.

² Some improvement has been made at some ports following more stringent container handling requirements following 9/11, and also as a result of assistance provided under various bilateral programs, but many ports still lack sanitary container loading, storage and washdown facilities.

understanding within relevant PICT Ministries with MA responsibilities of the crucial role the private sector must play in the process.

Availability of information on MA requirements. Access to regulatory information on operational procedures/requirements, SPS requirements, and food safety requirements are generally poor. While this information is sometimes available on the internet, the ability of exporters (and others) to access and navigate relevant sites is often limited. SPC fills a valuable role as an intermediary in this process, but the scope of the service needs to be expanded both in terms of range of information provided and means of delivery.

SPC role and performance. SPC-LRD has a core mandate to help increase trade by building trade capacity and strengthening PICT biosecurity services in the region. Performance in this area is adversely affected by a number of constraints, including:

- Core biosecurity and trade facilitation services are generally under-funded and under-staffed. At present staffing levels, SPC is below critical mass to honour its commitments to current programs (e.g. PACREIP, PACER-RTFP and WTO-STDF) let alone deliver the full set of quarantine and biosecurity-related outputs required as part of its regional mandate.
- Compounding the under-funding issue, present funding mechanisms, which rely heavily on short-term project funding, adversely affect the quality and sustainability of services provided. As a result, activities tend to be disjointed, and lack cohesion and strategic direction. It is difficult for staff to develop and maintain a long-term focus on priority tasks; and many activities under-perform in relation to design expectations due to cross-subsidisation between larger activities (which may have funded TA) and smaller activities (which usually do not). These problems are a direct consequence of the funding mechanisms employed and occur despite the dedication and best intentions of the staff involved. The provision of medium-term ‘core funding’ (e.g., through PHAMA) for relevant and clearly defined MA-related services would potentially improve the quality and sustainability of services provided.
- SPC generally lacks the practical expertise required to work on a day-to-day basis with national agencies to gain new export markets or improve existing export conditions; or to tackle major biosecurity issues in the region.
- Although LRD is designated to be the PPPO’s Secretariat, no funding has been made available to run the day-to-day affairs of the organisation and ensure that the views and concerns of the 27 Members are adequately taken into account in the development and implementation of global phytosanitary measures. In the absence of such funding, engagement of PICTs in international standard setting processes and their ability to trade in accordance with international standards is compromised.
- SPC’s lack of funding and personnel to maintain surveillance programmes across the region (such as the fruit fly surveillance systems established during the RMFFP and/or invasive ant surveillance established more recently as part of the Pacific Ant Prevention Programme) could ultimately undermine the ability of PICTs to maintain export markets. *Maintaining* the integrity of these programs should not be funded on an *ad hoc* basis – it should be regarded as a core activity under secure long-term arrangements.

Capacity of trade support/trade promotion institutions. Few PICTs have national trade support or Trade Promotion Organisations (TPOs). Where such organisations exist they are generally weak and struggle to engage with the private sector in any meaningful or sustainable way. While PHAMA is not designed to directly address this constraint, it needs to be recognised

as a key constraint around which the Program will need to work. Organisations such as the International Trade Centre could also provide services to address this constraint.

The PITIC offices are designed, at least in part, to help fill this gap, but utilisation of this resource by primary sector export industries is generally uncoordinated and lacks strategic focus. PHAMA could help to provide this additional focus based on the clear identification of priorities assessed to have greatest merit, linked with a formal program of activities to gain, improve and maintain access for these priorities.

2.4. Relevant Past or Current Initiatives and Lessons Learned

2.4.1. Summary of relevant donor programs

Relevant donor programs and possible linkages with PHAMA are summarised in Appendix 4. These Programs and linkages can be categorised as follows:

- Programs such as PARDI, FACT I and FACT II, the ACP Agricultural Commodities Program, and the Private Sector Support Facility (Samoa), which target the development of selected value chains and enterprises. PHAMA provides a practical mechanism for addressing export MA issues constraining the development of the value chains targeted by these programs, subject to approval by the national Market Access Working Groups that will be established under PHAMA to prioritise each countries MA work program.
- Programs such as PACER-RTFP, PACREIP, and IMPEXTEK, which have been directly involved in building SPC's (and in particular BAT) capacity to provide biosecurity and quarantine services on a regional basis. PHAMA is designed to provide a vehicle for this capacity to be maintained over the longer term, given the imminent cessation of a number of these programs. Upcoming programs such as PRAfTAP and FACT II are also likely to provide some continued support for BAT in this area, although the extent and nature of this support is yet to be finalised. Activities funded under PHAMA will be carefully tailored to complement any on-going support from these programs.
- Past and current programs such as PACER-RTFP, Samoa Quarantine Improvement Project and Vanuatu Agricultural Security project, which have been directly involved in building the operational capacity of national quarantine agencies. PHAMA will benefit from and build on the capacity developed under these Programs.
- Export-related infrastructural investment projects, such as the planned utilisation of unexpended STABEX funds in Tonga. PHAMA will directly benefit from these investments. Any infrastructural investments by PHAMA (e.g. in SPS treatment, sanitary handling and diagnostic facilities) will be designed to complement and build on these prior investments.

2.4.2. Key lessons learned

Market access efforts need to be well planned and actively managed. Internationally, countries that are most successful in improving access to export markets are those where government and industry cooperate to establish clear MA priorities; develop MA workplans with clear objectives; mobilise resources to implement the workplan; and actively manage the implementation process.

Industry groups must be actively included in market access initiatives. Industry must be involved as a key driver if sustainable MA gains are to be made. In general PICT governments (and previous MA-development programs) have not adequately engaged with industry to help

determine MA priorities, to ensure export protocols are commercially viable and to generally help drive the MA process. Engagement with industry should be systematic, structured and organised.

Targeted capacity building is preferable to more generic approaches. Previous development assistance has often had a generic focus on the development of quarantine and biosecurity capacity of PICTs as a means of improving MA, as opposed to a focus on specific products and targeted outcomes. The underlying assumption has been that the development of appropriate skill sets will automatically lead to MA gains. For various reasons this approach has not been successful. RMFFP was a notable departure from this generic approach. Fruit fly host commodities were identified, disinfestation protocols were developed for some of these commodities and funding for the development of HTFA fruit fly disinfestation facilities was provided. This targeted strategy resulted in some significant MA gains for PICTs.

External facilitation will remain necessary for smaller PICTs. Previous attempts to develop specialised technical capacity for smaller PICTs, in various areas, have often not been sustained. While negotiation of improved MA is and will always be a sovereign responsibility, many smaller PICTs will, realistically, remain dependent on external facilitation for preparing and progressing MA submissions in the longer term. Strengthened capacity of and linkage with SPC and other external service providers, under fee-for-service arrangements where appropriate, are possible support mechanisms.

Regional support services lack sustainability. SPC has an important role to play in providing higher-level MA support services; but requires a major shift in *modus operandi* for these services to be provided effectively, efficiently, and sustainably. In particular, longer-term funding mechanisms need to be developed, including fee-for-service arrangements¹, and core technical capacity needs to be broadened in key areas. Previous *ad-hoc* funding arrangements and capacity building efforts have generally not worked well.

Treatment/handling facilities must operate on a commercial basis. Quarantine treatment is an essential requirement for some export products. Associated facilities, such as HTFA plants and methyl bromide fumigation chambers, are expensive to establish and maintain and in most cases require operational certification by importing countries. Government involvement in the initial development and operation of these facilities is important. However, commercial involvement in the ongoing operation, business planning and maintenance of facilities is generally a key part of achieving long-term operational sustainability. The successful operation of the HTFA facility in Fiji, as compared to other HTFA facilities in the Pacific, is largely due to ownership by an industry cooperative with a strong market orientation. This situation is in contrast to other under-utilised or non-operational HTFA facilities owned and operated by government.

Commercial exporter capacity may need to be nurtured in some situations. In economies where private sector capacity is particularly weak, significant gains can be made over relatively short periods of time through targeted assistance to emerging businesses. In the context of PHAMA, there may be merit in providing limited technical and logistical support to new exporters as they develop the requisite skills, experience and confidence to enter new markets under new MA arrangements.

Market access initiatives must be longer term and systematic. The development of appropriate MA skills, processes and infrastructure at national-level is a complex and time-consuming

¹ Although, to be successful, fee-for-service would need to be based on the provision of high quality and reliable services perceived by clients as being ‘value-for-money’.

process. Previous aid initiatives have tended to focus on trying to develop various components that collectively contribute to MA over relatively short timeframes. A more coordinated and sustained systems approach is required.

2.5. Alignment with Recipient Government and Australian Policy

Trade agreements. There are a number of trade agreements either already in place or under development that are designed to facilitate trade between countries in the Pacific Region, including SPARTECA, PICTA, MSG, PACER and PACER Plus. These higher-level agreements provide a generally sound enabling environment for the development of increased trade including in agricultural products. PHAMA, while remaining operationally separate from any of these trade agreements, is designed to help PICTs take advantage of emerging opportunities for exports of high value primary products under these regional frameworks, on a product-by-product basis.

National agricultural export strategies. In line with the major contribution of agriculture to total GDP, employment, food security and livelihoods, government policy in most PICTs places strong emphasis on increasing agricultural production. In some PICTs, these policies have been further extended into clearly defined agricultural export promotion strategies. The core thrust of PHAMA – increased exports of high-value primary products – is a generally good fit with these national policies and programs.

Diagnostic Trade Integration Studies have recently been completed for a number of target PICTs, funded by the World Bank. These studies evaluate external and internal constraints on a country's integration into the world economy, and recommend areas where TA and policy actions can help the country overcome these barriers. PHAMA provides a vehicle for directly addressing specific constraints identified under these studies in relation to trade in high-value primary products.

GOA Policy. The Program is strongly in line with current Australian Development Assistance policies and strategies¹ which stress that generating shared and sustainable economic growth is the single most important objective for the Asia-Pacific Region. Major emphasis is placed on the central role of economic growth in reducing poverty. Key means identified for achieving this, directly related to the design of PHAMA, include improving the policy environment for private sector growth; promoting trade through assistance for trade policy, trade analysis and trade facilitation (the 'Aid-for-Trade' agenda); and supporting the drivers of growth through investment in infrastructure, building skilled workforces and strengthening support for private sector-led rural and business development.

The Program also provides a practical mechanism for helping PICTs increase regional trade and economic integration in the broader context of the upcoming PACER Plus, which is strongly supported by Australia²

3. RATIONALE FOR AUSAID INVOLVEMENT

The rationale for AusAID involvement includes:

¹ As set out in the April 2006 White Paper 'Australian Aid: Promoting Growth and Stability'

² Refer to Joint Media Release by Hon Simon Crean (Australian Minister for Trade) and Hon Bob McMullan (Parliamentary Secretary for IDA); 18 June 2009; also 'Australia's Aid-for-Trade', Hon Simon Crean, Asia Wall Street Journal, 28 Oct 2008.

- The Program is an excellent fit with the current policy settings of GOA/AusAID and target PICTs.
- As a major trading partner and close neighbour, Australia has a vested interest in helping to balance trade flows with target PICTs.
- It also has a vested interest in helping improve the SPS status of agricultural exports from PICTs in order to help maintain Australia's biosecurity.
- Based on historical trade patterns, Australia has a sound knowledge of PICT quarantine and biosecurity agencies, their capacities and constraints. This provides a solid foundation, particularly in terms of institutional relationships, for implementation of the Program. Australia has also previously been involved, through various projects, in building the capacity of these agencies. PHAMA provides the opportunity to consolidate and further refine/focus these efforts.
- PHAMA provides a practical and clearly identified mechanism of support for PICTs to develop trade under regional agreements such as PACER Plus, which are actively supported by Australia.
- There is a demonstrated high level of need, evidenced by a substantial failure to gain improved access to key markets for key products in recent years.
- There is reasonable potential to gain or improve MA for various products for all PICTs considered.
- There is sufficient baseline institutional capacity in target PICTs, at industry, national government and regional levels, for the Program to be successfully implemented. Further building this capacity will be an important focus of the Program.
- There is strong support for the Program from all PICT government agencies and industry representative organisations consulted.

4. PROGRAM DESCRIPTION

4.1. Principles Underpinning Approach and Methodology

Focus on highest priority issues. The Program will follow a structured, strategic approach to addressing regulatory aspects of MA for highest priority products and issues. It will focus on high-value primary products (plant and animal, fresh and processed), particularly agricultural and horticultural but also fish and forest products where warranted. Products and issues will be selected following a clearly defined prioritisation process. Depending on the particular product and issue, the Program will work on developing new access, improving existing access (e.g. through acceptance of less onerous quarantine requirements), or maintaining access by developing capacity to meet SPS protocols. It will also provide a vehicle for addressing emerging and immediate issues relating to existing trade. Emphasis will be placed on improving MA in line with existing international codes and standards, as well as development of bilateral arrangements. Emphasis will also be placed on achieving early 'wins'. Semi-processed products, and accelerating the progress of MA submissions that are already in train, will be particularly important in this regard. While the major focus will inevitably be on the Australian and NZ markets, access into other markets (e.g. Japan, EU, USA, Canada and intra-PICT trade) will also be actively pursued.

Private sector involvement. The Program is based on developing a strong and functional partnership between government and industry in the pursuit of improved MA arrangements. Government involvement is mandatory given that MA issues must ultimately be negotiated between relevant exporting and importing country government agencies. However, the private

sector should drive the identification of products to be targeted; it should be fully consulted during the development of MA submissions and agreements; it will need to play a major role in determining R&D priorities; and it will be an important partner in the implementation of MA protocols. To achieve this partnership, the Program will work through a Market Access Working Group (MAWG) in each country¹, which will involve both government and industry representatives. The MAWGs will play a central role in determining the MA issues to be addressed by PHAMA, and in coordinating efforts to address these issues.

Targeting. The Program deliberately adopts a highly market-driven approach in determining the particular MA issues that will be addressed, guided largely by exporters and producer groups represented on the MAWG, responding to real market conditions and perceived commercial opportunities. Potential activities will be selected by the MAWG applying criteria designed to assess (i) potential economic impact; (ii) cost and difficulty of addressing the particular MA issue and probability of achieving a successful outcome; and finally (iii) potential distributional impacts for more marginalised households and women. While distributional impacts are not intended to govern the selection process, a particular activity that is able to demonstrate benefits for poorer households and/or women would be selected over one that is not, all other factors being equal².

Key areas of support. PHAMA is designed to facilitate technical/regulatory aspects of market access through (i) rigorous identification of top priority MA opportunities and issues; (ii) development of high quality MA submissions and active management of the MA submission process; (iii) implementation of biosecurity and quarantine measures required to maintain MA; (iv) conduct of R&D required to obtain, improve and maintain MA; and (v) strengthening higher-level, generic MA services provided through SPC. It is *not* intended to address more general production/supply chain constraints. It will, however, directly support activities designed to ensure that *quality* of supply is improved in relation to product-specific export protocols, thus underpinning the maintenance of MA. Examples of measures that could be supported in this area include development of industry-regulated product standards, and development and extension of operational procedures required to meet export protocols and product standards.

Capacity building. Developing the capacity of regional and national organisations to support MA-development activities is a core thrust of the Program. Under PHAMA a 2-pronged approach to capacity building is proposed. The first focuses on building SPC's capacity to support PICTs in their MA endeavours, in line with its regional mandate. The second works directly with national government agencies and the MAWGs to develop capacity to identify and address MA issues.

The mix of services provided by SPC to a particular country – and the corresponding need for capacity development at regional *c.f.* national levels – depends on the size and technical resources of the particular country in question. For larger and better-resourced PICTs, services provided by SPC will be limited mainly to higher-level, more generic areas of support such as provision of information services, linkage with international MA fora, and support for regional pest surveillance activities. For smaller PICTs that are likely to remain dependent on external facilitation in the longer-term, services provided will also include direct involvement by SPC in more detailed technical MA submission work. PHAMA aims to increase SPC's technical capacity in both these areas. Through its 8-year commitment of support it will also provide increased

¹ Where appropriate the MAWGs will build on existing structures/institutions.

² Note though that poorer households are usually oriented more towards subsistence production, with any surplus being sold in domestic markets. Farmers engaged in commercial export production, which generally has higher technical and capital requirements, tend to be larger-scale and less-poor.

certainty of funding to SPC, which is expected to considerably improve the quality of services able to be provided.

Recognising the shortcomings of previous generic capacity building endeavours at national level, the Program deliberately adopts a strategy of ‘learning by doing’, centred on giving the MAWG substantial authority to determine the MA agenda and providing skilled TA to work alongside national organisations to address identified high priority MA issues.

Regional vs national focus. PHAMA therefore aims to develop the ability of SPC as a regional organisation to provide defined higher-level MA services to all PICTs, as well as directly support smaller PICTs with their market access submission work. At the same time, PHAMA will be working intensively and directly with the larger PICTs to develop capacity at national level to self-manage MA issues.

Government and industry contribution. PHAMA will initially fully subsidise the cost of providing MA-support services to PICTs. However, emphasis is placed on soliciting explicit and costed contributions for particular activities under fee-for-service arrangements, both from government and industry, wherever the opportunity and capacity exists. Note that in relatively better-developed economies with stronger industry organisations, such as Fiji, this is already occurring. The capacity and willingness to contribute is expected to progressively improve over time as a direct result of the Program.

Management. Due to the significant technical and financial constraints currently faced by SPC, which are likely to take time to resolve, the Phase 1 design limits SPC’s involvement to managing the implementation of a core set of mainly higher-level activities; with the management of other activities at national-level being delegated to a Managing Contractor (MC). Consistent with the Regional Institutional Framework and the mandated role of SPC in providing MA-support services to member countries, it is intended that the MC-managed activities will be progressively integrated into SPC’s core program from the start of Phase 2 (with continuing donor support), with a corresponding phase-out of the MC, subject to development of appropriate capacity within and funding arrangements for SPC.

Linkage with other programs. PHAMA has a sharp focus on addressing technical, regulatory aspects of MA. The Program will actively link with other supply chain/value chain development programs such as FACT and PARDI. Where programs of this nature are working with the development of export-oriented supply chains and particular MA issues are identified, PHAMA will provide a mechanism for addressing these issues.

The need for future bilateral programs to complement PHAMA by targeting specific supply chain development activities as well as broader constraints to trade not addressed directly by the Program should also be noted. PHAMA should not be regarded as a replacement for bilateral programs of this nature so much as a complementary supplement.

Programmatic approach. Priority products and related MA issues to be addressed by PHAMA will be identified on a rolling basis. The resources required to address different issues will be highly variable. This demands a flexible programmatic approach that is able to mobilise high quality TA and other resources on a case-by-case basis.

Gender strategy. Practical and meaningful measures that will be adopted include:

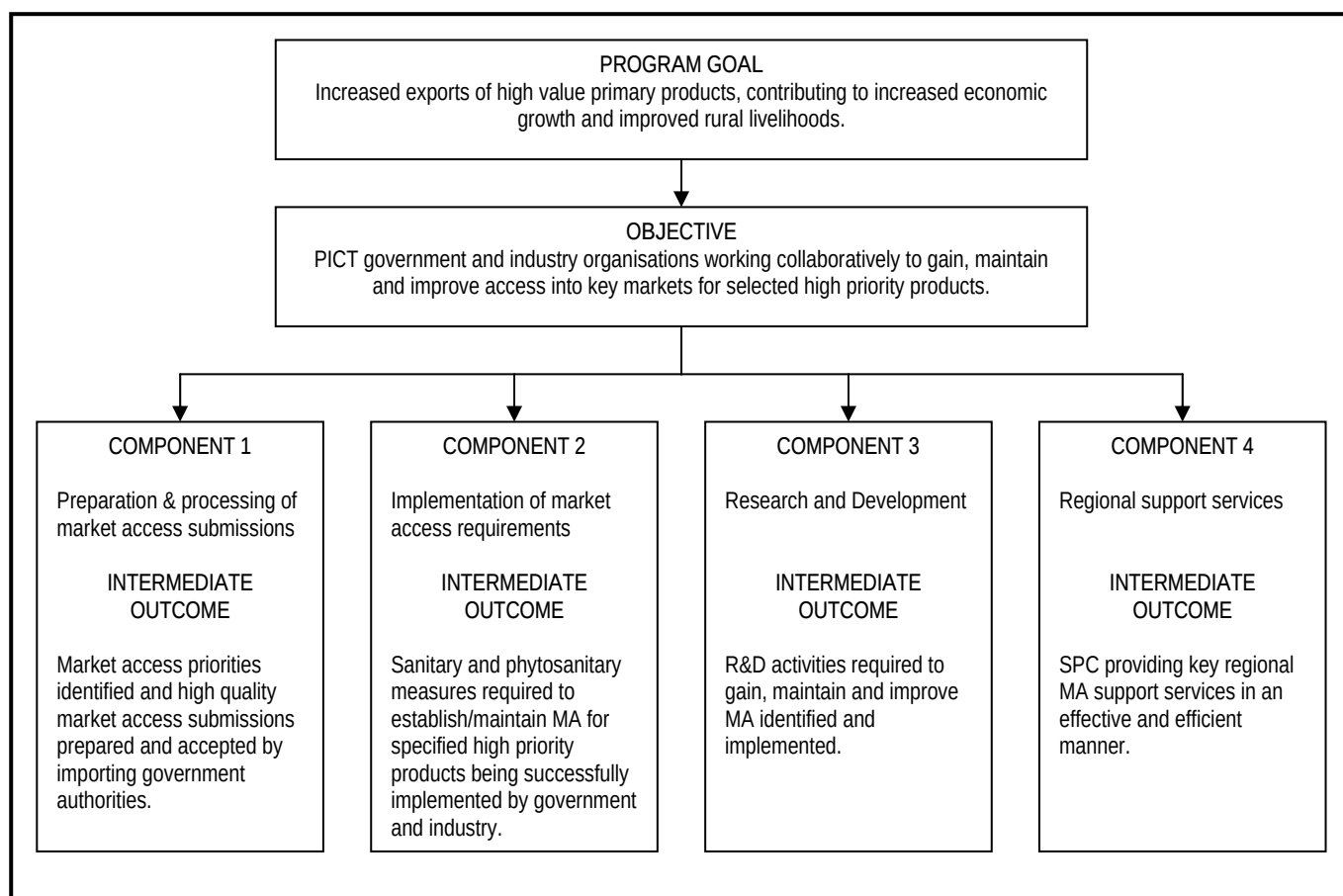
- ensuring that any formal women's groups involved in the production of high value agricultural and horticultural products for export, such as the 'Women in Business' group in Samoa, are represented on the MAWG;
- selection of MA access issues to be addressed by the Program that are able to demonstrate benefits for women, all other factors being equal.
- positive targeting of training opportunities towards women, wherever the opportunity exists; and
- application of 'equal opportunity' principles in the recruitment of all Program staff.

Timeframe/duration. Recognising the lengthy timeframe usually required to progress MA issues, PHAMA is designed from the outset as an 8-year program with four years approved and funding allocated; and progression to Phase 2 dependent on the performance of Phase 1.

4.2. Strategic Framework: Program Goal, Objective and Component Outcomes

The Program goal, objective, and component outcomes are outlined in Figure 1 below¹.

Figure 1: Strategic Framework



¹ A draft Program Logframe is presented in Appendix 8.

4.3. Program Scope and Activities

4.3.1. Component 1: Preparation and processing of market access submissions

Intermediate outcome. Market access priorities identified and high quality market access submissions prepared and accepted by importing government authorities.

Key Result Areas:

1. Market Access Working Groups involving government and industry representatives established and operating effectively.
2. MA issues prioritised, and action plans developed.
3. MA submissions and data packages prepared.
4. Preliminary risk management packages prepared.
5. Bilateral coordination and communications enhanced.

Activities:

Component 1 focuses on prioritising specific MA issues to be addressed under PHAMA; (encompassing new access, as well as improving access for and addressing issues that arise in relation to existing trade); developing action plans to address these issues; facilitating the preparation of high-quality submissions¹ to importing country regulatory agencies; and actively managing the coordination and communication process between exporting and importing country regulatory agencies.

Underpinning all of these areas is the development of a mechanism to improve coordination between industry (exporters and peak industry bodies) and exporting country government agencies with MA responsibilities; and also between the various government agencies involved in the process (e.g. Quarantine, Plant Protection, Trade, and Planning/Economic Development). This will be achieved through the formation of a Market Access Working Group (MAWG) in each country, with secretariat and technical support provided by PHAMA. The MAWGs will be supported in their day-to-day operations by National Market Access Coordinators (NMACs), employed by the Program. The MAWGs are designed to drive the MA process in each country, and to provide an operational interface between the Program and in-country operations. Proposed structure and function of the MAWGs is further outlined in section 5.1.3.

A preliminary framework for assessing MA priorities has been developed and workshopped during the design process, with full involvement of key government and industry stakeholders². Broad agreement has been reached on the need for and nature of the framework, and a range of initial priority areas and development needs identified for each country (refer Appendix 5)³. Product-specific criteria applied in determining priorities include present economic significance of exports; export market potential; supply potential; availability of freight capacity; financial viability of the proposed trade; whether there are any industry-specific infrastructural constraints;

¹ The term ‘submission’ is used here to encompass the preparation of formal MA submissions, as well as any information/data packages required to support resolution of other more general MA issues that may arise.

² To date, workshops have been conducted in Fiji, Tonga and Vanuatu. Similar workshops in Samoa and the Solomon Islands are recommended as a pre-startup activity in early 2010.

³ The major emphasis during design was on development of the *process* rather than reaching a final determination of priorities and development needs. Priority areas for Year 1 of PHAMA should be reassessed during (or before) start-up.

the particular nature of the MA issue (e.g. SPS or FS) and whether there are existing management measures that can be applied; anticipated need for R&D and whether this is realistically doable; estimated cost and benefit of resolving the issue; overall estimated probability of success; potential distributional impacts for more marginalised households and women; and whether the priority is supported by government and industry. On the basis of these considerations the issue is then ranked as high/medium/low priority by the MAWG; and for high priority issues an action plan developed. Preliminary consideration of an issue may serve to identify the need for additional information to make a final decision, which can then be re-visited by the MAWG once the information becomes available. The need for liaison with import country regulatory agencies (e.g. BSG/ MAFBNZ) at an early stage to help guide the prioritization process towards ‘best bets’ and identify major technical issues should be noted.

PHAMA will support the on-going and routine application of this process by the MAWGs to identify and refine priorities and prepare action plans. This process will provide a major input into the preparation of PHAMA’s consolidated annual workplans.

Once top priorities are agreed and action plans developed, assistance will be provided for the preparation of MA submissions and data packages. Where appropriate, the Program will also support the preparation of preliminary risk management packages, which could run in parallel with the processing of submissions by importing countries in order to expedite the approval process.

Any R&D required to help define priorities (e.g. conduct of export market feasibility studies) or develop submissions (e.g. preparation of pest lists or proposed control/treatment measures) will also be funded (under Component 3).

Support will be provided to improve coordination and communication between export and import country regulatory agencies to help advance priority MA issues. Possible measures include the placement of Pacific Coordinators in key import country regulatory agencies¹; systematic and timely follow-up of all communications between exporting and importing country authorities; conduct of regular bilateral consultations and representations, with appropriate technical support; ensuring thorough preparation for these consultations; and, if the concept proves acceptable, conduct of combined bilateral negotiations, possibly facilitated through use of a skilled trade negotiations specialist.

4.3.2. Component 2: Implementation of market access requirements

Intermediate Outcome. Sanitary and phytosanitary measures required to establish/maintain MA for high priority products being successfully implemented by government and industry.

Key Result Areas:

1. Operational procedures required to meet sanitary and phytosanitary protocols developed.
2. Capacity of quarantine officers, exporters, producers and treatment facility operators to implement required procedures and meet target market quality standards improved.
3. Sanitary and phytosanitary treatment, sanitary handling and diagnostic facilities established/upgraded and operating effectively.

¹ A ‘coordinator’ is already in place in MAFBNZ. BSG is keen to re-establish a similar position and is currently seeking funding. PHAMA will fund this position if funding is not forthcoming from another source. The merits and feasibility of establishing a similar position in other markets (e.g. USA, EU) will be further investigated later in the Program.

Activities:

Under this Component, operational procedures required to maintain MA for high priority products will be developed and communicated to all relevant stakeholders including quarantine officers, producers, exporters and treatment facility operators, in accordance with agreed export protocols. For example, a MA protocol may be negotiated for a fruit fly host commodity that involves in-field controls for fruit fly during production (to be undertaken by growers); specific handling and packaging requirements (growers, treatment facility operators); heat treatment (facility operators); and specific post-treatment handling and storage requirements to ensure re-infestation does not occur post-treatment (facility operators and exporters). The entire protocol would need to be audited and verified by quarantine staff. Successful implementation of such a protocol would require development/implementation of (i) extension materials and manuals clearly outlining roles and responsibilities; (ii) audit and verification procedures for each step and each service provider involved in implementing the protocol; (iii) training and extension programs; (iv) communication protocols; and (possibly) (v) quality standards for export growers/producers promoting the supply of quality product that has minimum risk of failing stipulated target market requirements.

Targeted operational support will also be provided to government quarantine agencies for activities such as certification of export consignments, pest surveillance and establishment and maintenance of risk management strategies such as pest-free areas or systems approaches. Ideally these functions would be financed entirely by government and/or industry, but a reasonably pragmatic approach will be adopted as many of the agencies responsible for this work are severely under-resourced. In the longer term, development of vibrant export industries is likely to provide the impetus for increased government funding and/or industry funding. However – as has been the case with development of many agricultural export industries in Australia and NZ – it will take some time for industries to mature to this point. In the interim there is a case for external funding support in order to ensure that critical export protocols are met during the developmental stage¹. As a basic principle any operational support provided should be designed to build the capacity of the institution involved, and should be provided on a progressively declining basis with a corresponding increase in government/industry commitment as an industry develops, with specified performance targets.

The need for establishment/upgrading of phytosanitary treatment facilities such as HTFA or fumigation facilities will be assessed on a case-by-case basis taking into account the type of treatment involved, location, ownership and capacity. The Program could assist with the development, upgrading, certification and accreditation of such facilities; and could also possibly provide initial operational subsidies *provided* the facility was under private operation or there was a clearly defined pathway towards private operation, was operated on a fee-for-service basis for the benefit of the wider industry, and a realistic plan for achieving financial viability was in place. In some situations there may also be a requirement for establishment/upgrading of sanitary handling facilities. The provision and maintenance of incinerators to safely dispose of exotic plant or animal materials or the development of secure and hygienic container storage and treatment areas to ensure freedom from contaminating pests are two possible areas requiring attention in some PICTs. Where necessary, the Program will support improved arrangements for laboratory testing to determine product quality, residue levels, and compliance with food standards. This is more likely to involve facilitating arrangements between existing independent laboratories

¹ Note that this is also in the interests of maintaining biosecurity in the importing country, as well maintaining trade.

operating in the region (e.g. AsureQuality NZ) and the national quarantine services/producers requiring these services, than establishment or upgrading of in-country laboratory facilities.

4.3.3. Component 3: Research and development

Intermediate Outcome. Priority R&D activities required to gain, maintain and improve MA identified and implemented.

Key Result Areas:

1. Export markets analysed and export feasibility studies prepared.
2. Commodity-specific pest surveys conducted and pest lists prepared.
3. Sanitary and phytosanitary treatment protocols developed.
4. Product standards developed.
5. Application of international zoosanitary, phytosanitary and FS standards assessed.
6. Capacity of exporters to enter new markets improved.

Activities:

Market analysis and trade information. In many PICTs there is a marked lack of information on trade opportunities, and a lack of capacity to assess this information. The Program will support a range of front-end activities to address this issue, including trade flow analysis, market analysis, and preparation of product reports and export development strategies, designed to identify possible export products and markets. ITC could be a valuable partner in this work. Some preliminary ideas on specific activities where ITC could provide service in this area include building capacity of local trade officials in assessing export potential and market opportunities; analysing non-tariff measures experienced by exporting firms; and developing a regional trade intelligence network and capacity to utilise this network¹.

Export feasibility assessment. PHAMA will also support further studies, where required, to help assess the export potential of specific products being considered, prior to inclusion in the PHAMA work program. These studies will be completed as an integral part of the prioritization process. Possible areas where further studies may be required include preliminary assessment of demand in the potential destination market; supply potential (including identification of critical supply chain constraints); financial and market viability of the proposed trade; shipping/airfreight options and constraints; feasibility of addressing specific MA constraints (especially SPS constraints); identification of technical barriers to trade such as packaging and labelling requirements, and likely technical R&D requirements. In many cases these assessments will be possible using secondary data; in others, in-market assessments will be required. ITC, PITIC and national Trade Promotion Organisations (TPOs) (where they exist and have the required capacity), may be valuable sources of TA and information for market-related studies.

Technical R&D. Crop or pest surveys will be undertaken and pest lists prepared for highest priority products, where these have not already been completed. R&D may also be required to define suitable treatment protocols where new MA is being sought, to develop refined protocols designed to facilitate (or reduce the cost) of existing access requirements; or to address other biosecurity concerns that may be raised by importing countries in relation to existing trade. The development of product standards, and the applicability and application of international zoosanitary, phytosanitary or FS standards covering issues such as the designation of pest free areas, areas of low pest prevalence, and adoption of a 'systems approach' to address an importing

¹ Further outlined in Appendix 7.

country's biosecurity and quarantine requirements, is also likely to require further R&D investments in some situations.

A wide range of R&D providers will potentially be involved in the implementation of the more technical R&D activities. National R&D divisions/institutes (e.g. Research Division, Ministry of Agriculture in Fiji and the newly-established Samoa R&D Institute), SPC-LRD, Australian Departments of Agriculture, as well as NZ Crown Research Institutes (especially Landcare Research and Plant and Food Research) all have established track records as technical R&D providers in the region. ACIAR could play a valuable role in facilitating and managing larger R&D activities where international expertise is required. In this regard ACIAR will be represented on the Program Coordinating Committee.

Support services to exporters. Commercial export experience in some of the smaller PICTs is severely limited, particularly related to the export of high-value primary products. Where this is the case, the Program will support 'export clinic' or 'first steps to export' activities, designed to 'hand-hold' and build the capacity of new exporters dealing with new products into new markets, while they gain experience and confidence in the dynamics of export procedures. These activities are intended to supplement services already available to exporters through PITIC and national TPOs (where they exist), and are intended as an intensive level of support during an initial incubation period.

In this area, the Program will train exporters on the regulatory, administrative, and logistical requirements of the importing country in relation to targeted products, so as to minimise the risk of failing stipulated importing country requirements and to ensure the smooth transit of consignments.

PHAMA also recognises that, in addition to training in the requirements of specific MA protocols, exporters may require capacity building in assessing market opportunities, market entry requirements, distribution/agency requirements, pricing, customs, and marketing requirements. While this is not a primary focus of PHAMA, where support is not available from alternative sources such as TPOs, resources will be allocated by PHAMA to ensure that exporters are adequately prepared to enter a newly-opened market. Support in this area could take the form of formal training activities; conduct of outward trade missions designed to improve understanding of logistics and to help identify potential importers, organised in conjunction with national TPOs and PITIC offices; and inward buyer missions.

PHAMA will also provide development grants to approved companies seeking to establish new markets for approved products. These grants will cover *up to* 75% of approved market entry costs including the cost of airfares, accommodation, market research, participation in trade fairs, and organisation of trial shipments, to a maximum of AUD 5,000 per company per annum. Companies qualifying for this type of assistance will have no recourse to additional grant funds available from PITIC or national TPOs.

AusAID and Austrade are in discussion on possible mechanisms to assist PICTs. NZTE may also become involved in this activity. Possible linkages with PHAMA will be further considered as the concept develops.

Identification of R&D needs. Specific R&D activities to be funded under PHAMA will be identified by the PMO in close consultation with the MAWGs. The PMO will have major responsibility for identifying, contracting and monitoring all R&D providers.

4.3.4. Component 4: Regional support services¹

This Component has been designed as a discrete set of activities, implementation of which will be managed by SPC's LRD. It involves core quarantine and biosecurity support services directly related to the overall strategic direction of the Program that are best provided from a regional level. In line with SPC's regional mandate, implementation of these activities will not be limited to the five PICTs directly targeted under Components 1-3, but will be extended to *all* PICTs. PHAMA will be used as a vehicle for providing increased certainty of funding for these core services, which should go some way towards improving the quality of services provided.

Intermediate Outcome. SPC providing regional MA support services in an effective and efficient manner.

Key Result Areas:

1. MA information services to national-level stakeholders improved.
2. PICTs effectively engaged in relevant international fora (e.g. CPM, OIE, PPPO).
3. MA-related surveillance and reporting maintained in accordance with international standards.
4. Technical MA capacity within SPC enhanced.

Activities:

A set of discrete activities have been identified under each of the four key result areas as follows:

1. Market Access Information Services

- Maintenance and updating of PICTs' animal health information utilising the World Animal Health Information System (WAHIS) and FAO's Transboundary Animal Disease Information System (TADInfo).
- Maintenance and updating of the Pacific Pest List Database (PPLD).
- Provision of a MA-related 'Helpdesk' facility, with primary focus on addressing enquiries related to relevant international standards and/or zoosanitary, phytosanitary and FS requirements of trading partners.
- Compilation and provision of information to support: (i) the preparation of MA submissions and data packages by PICTs not covered by PHAMA's Components 1-3; and (ii) import risk analyses for agricultural and horticultural products from other PICTs to facilitate timely consideration of market access submissions and hence regional market access.
- Continued development of the Pacific Islands Trade Statistics Database currently being developed by LRD. This activity would be linked with capacity building of national officials involved in the collection, treatment and reporting of trade and customs tariff data, which could be implemented by ITC².
- Renewal of SPC's 5-year CABI subscription.

2. International Engagement

¹ Further detailed in Appendix 6. The final set of activities supported under Component 4 of PHAMA should be reviewed and confirmed once the designs of the PRAfTAP and FACT II Programs are finalised, in order to ensure no duplication occurs.

² Further outlined in Appendix 7.

Support will be provided to ensure SPC fulfils its role as the Secretariat for the PPPO as follows:

- Annual hosting of the PPPO Executive Committee.
- Annual participation in the RPPO Technical Consultation.
- Convening a consultation workshop on draft ISPMs.
- Preparation of PPPO submissions on draft ISPMs and/or IPPC Secretariat requests for information.
- Annual attendance of the CPM meeting in Rome.
- Annual participation in the Asia and Pacific Plant Protection Commission meetings.
- Triennial hosting of the PPPO Technical Board meeting.

Other areas where PHAMA will support SPC to ensure appropriate engagement of PICTs in the international SPS regulatory environment include:

- Representation of PICTs at Regional OIE (World Organisation for Animal Health) meetings.
- Establishment of a WTO Enquiry Point to ensure timely communications with the WTO SPS Committee.

3. Market Access-Related Surveillance and Reporting

- Reporting of PICTs' animal health information to comply with international requirements and the SPC-OIE agreement for non-member (OIE) PICT countries.
- Fruit fly surveillance audit, verification and training (to ensure the trapping systems established under the RMFFP Project are maintained appropriately).
- Fruit fly and invasive ant diagnostics and trapping supplies provided as a regional service for countries without national entomological expertise.
- Invasive ant surveillance audit, verification and training (to ensure the surveillance systems established as part of the Pacific Ant Prevention Programme (PAPP) are maintained appropriately).

4. Technical Market Access-Related Capacity within SPC

Within SPC, the Program will fund a Market Access Specialist to be a focal point for developing practical MA skills within SPC long-term.

In addition to being responsible for the management of Component 4 activities as outlined above, it is anticipated that SPC-LRD will also be involved in supporting the implementation of other activities under Components 1-3. Examples include the training of quarantine officers, growers/producers, exporters and treatment facility operators on the operational procedures required to meet new export protocols developed under the Program; and the development of biosecurity extension materials such as product quality standards, commodity pathway manuals, and 'Best Practice' guides tailored to the specific needs and key export products of each country. These additional activities will be contracted to SPC on a case-by-case basis.

4.4. Summary of Key Implementation Partners and Roles

Key implementation partners and roles will be as follows:

Private sector. The private sector will play a driving role in determining MA issues to be addressed by PHAMA and in helping to determine R&D priorities. To achieve this, it will have

major representation on the MAWG. The Program will also work closely with a mix of industry representative organisations, including exporter associations, peak industry associations, chambers of commerce and farmers associations, in building capacity to implement specific MA requirements.

Exporting country biosecurity/quarantine organisations. National government biosecurity/quarantine organisations will play a central role in preparing MA submissions, determining R&D required to support these submissions, ensuring active management of the submission process (including follow-up), negotiating MA, implementing biosecurity/quarantine measures required to maintain MA, and providing timely feedback (and support) to exporters and producers when quarantine breakdowns occur.

Importing country biosecurity/quarantine organisations. Importing country biosecurity and quarantine organisations, such as BSG, AQIS, and MAFBNZ, will be responsible for assessing and approving MA submissions and implementing operational aspects of import policy. While there is possibly little that can be done by the Program to gain preferential processing of submissions for PICTs, a number of important measures have been proposed to improve the efficiency of coordination and communication between importing and exporting country regulatory agencies, and to improve the performance of PICTs in bilateral negotiations.

SPC. SPC-LRD will be responsible for the implementation of a defined set of regional quarantine and biosecurity support services directly related to the overall strategic direction of the Program.

PITIC. PITIC Offices in Sydney, Auckland, Tokyo and Beijing will potentially provide support in relation to market investigation activities. They may also be involved in supporting exporters with general trade facilitation services, depending on the particular scope of the country offices concerned. National Trade Commissions and TPOs, where they exist, will also have a role in this area.

PIPSO. PIPSO will play a role in facilitating higher-level government-industry dialogue on MA issues, building on the platform and outcomes of the MAWGs.

ITC. ITC may be able to provide services, under fee-for-service arrangements, related to preliminary identification of export opportunities, conduct of export feasibility studies, and market entry/ development support. A number of possible inputs from ITC, identified by ITC, are outlined in Appendix 6.

R&D agencies. A broad range of national, regional and international R&D organisations will potentially be involved in the implementation of R&D activities, as outlined in section 4.3.3.

4.5. Duration and Phasing

Due to the processing constraints imposed by importing country regulatory agencies, together with the frequent need to obtain solid R&D data supporting MA submissions, gaining improved MA tends to be a long-term process that requires a long-term, well-planned and well-resourced effort. For these reasons a longer-term program duration of 8 years is proposed. Phase 1 of the Program will run from mid 2009 to mid 2013, with the first year focussed on finalisation of the design and implementation of a range of pre-startup activities¹. Progression to Phase 2 (mid 2013 to mid 2017) will be dependent on the performance of Phase 1.

¹ Possible pre-startup activities are suggested in section 4.8.

4.6. Geographic Focus

For targeted MA activities (i.e. Component 1-3 activities), Phase 1 of the Program will be implemented in Fiji, Samoa, Tonga, Vanuatu and the Solomon Islands. Geographically these countries will be relatively easy, or at least less difficult, to manage as a block of countries from a Program Management Office (PMO) located in Fiji. Phase 2 could expand to other PICTs deemed to have strong export opportunities. Component 4 (SPC-managed regional support services) will be extended to all PICTs from the beginning of Phase 1 in line with SPC's regional mandate.

Fiji, Samoa, Tonga, and Vanuatu face reasonably similar constraints and opportunities in relation to developing export trade in high-value agricultural and horticultural products. In the Solomon Islands, with the exception of the commodity trade in copra, cocoa and logs, there is very little development of any export-oriented high-value primary industries at this point in time, and consequently very few MA issues of the type that PHAMA is intended to address. Furthermore, it is likely to be some time before commercial activity of this type develops, and this will require considerable investment in the development of supply chains. Development of specific industries is being actively targeted by various programs funded by both AusAID and other donors. Despite these constraints, there is scope for PHAMA to provide meaningful support in the Solomons, although the 'mix' of support measures provided is likely to have a different flavour to other target PICTs. At least initially, support is likely to be weighted more towards Component 3 and 4 activities (i.e R&D, and more generic MA support services provided through SPC) than Components 1 and 2 (which are designed to help resolve more specific MA issues).

4.7. Preparatory activities

Considerable progress has already been made by the Design Team towards startup of the Program, including 'socialising' the design with key stakeholders; discussing the role and composition of the MAWG; developing a process for prioritising MA issues; and identifying initial MA priorities and corresponding action plans for some countries.

The following activities to support implementation have been undertaken during 2009/10:

- Conduct of stakeholder workshops in Samoa and the Solomon Islands, similar to those already conducted in Fiji, Tonga and Vanuatu¹.
- Preliminary identification of membership of MAWGs in each country, including familiarisation with the prioritisation process, conduct of familiarisation training on roles, responsibilities, and operating procedures.
- Identification of possible in-country Secretariat locations and identification of specific set-up requirements.
- Pre-identification of possible candidates for the in-country NMAC positions, with advertising for these positions and final selection to involve the MC.
- Facilitating a preliminary meeting of each MAWG to finalise selection of 2-3 top MA issues and action plans, providing a preliminary basis for the Program's 2010-11 Annual Strategic Plan.
- .

¹ The workshop in Samoa, scheduled to take place during Design, was cancelled due to the tsunami in late September. In the Solomon Islands, the focus of the Design Mission was more on making a preliminary assessment of whether the Solomons should be included under the program, similar to the preliminary assessments made for the other PICTs during the pre-design process in 2008.

- Finalisation of the M&E Framework which will be due for release in August 2010. A draft Monitoring and Evaluation Framework is included in the Appendices.
- Establishment of strategic partnership with DAFF to support a four year Pacific market liaison officer within BSG.

5. IMPLEMENTATION ARRANGEMENTS

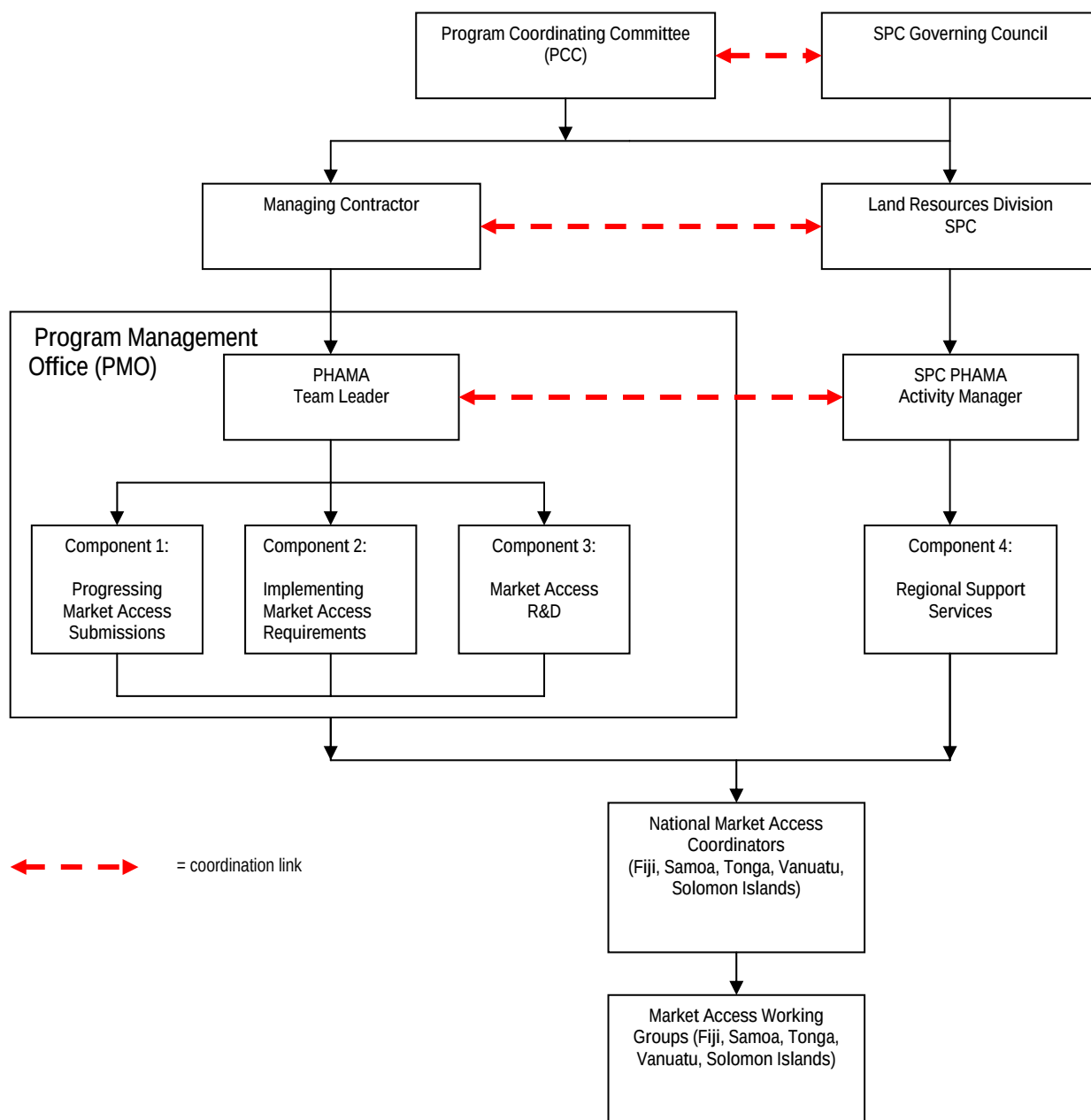
5.1. Program Management Structure

Key elements of the PHAMA management structure include:

- Management of the overall Program will be contracted to a Managing Contractor (MC).
- A Program Management Office (PMO) will be established by the MC in Suva, physically located within SPC. The MC will be directly responsible for implementation of Component 1-3 activities.
- Implementation of Component 4 activities will be the responsibility of the Land Resource Division of SPC, in close coordination with the MC. The Market Access Specialist appointed by SPC will be the designated and dedicated Activity Manager for Component 4 activities, under the direction of the SPC BAT Coordinator.
- A Market Access Working Group (MAWG) will be established in the five countries where Components 1-3 are implemented to help determine MA priorities and action plans, and coordinate the implementation of Program activities.
- National Market Access Coordinators (NMACs) will be employed in four of the five countries where Components 1-3 are implemented. They will be responsible for providing secretariat support to the MAWGs and for maintaining an operational linkage between the PMO and the MAWGs.
- A regional Program Coordinating Committee (PCC) will be responsible for providing high-level governance oversight of the Program. It is intended that the PCC would liaise closely with the SPC Governing Council in respect of SPCs role in the Program.

These arrangements are depicted in Figure 2 and further detailed below.

Figure 2: Program Management Arrangements



5.1.1. Program Management Office

The MC will establish a PMO in Suva¹, located within SPC². The PMO will be responsible for:

- Day-to-day management of the overall Program on behalf of AusAID.

¹ Alternatives to locating the PMO in Suva if this proves necessary include (i) Brisbane or Auckland; or (ii) Vanuatu.

² Similar to the arrangement established for implementation of the EU-funded FACT program.

- Establishing and maintaining an effective working relationship with SPC at regional level and the MAWGs at national level.
- Supporting the MAWGs in their identification of priority MA issues and development of action plans to address these issues.
- Preparing consolidated Annual Strategic Plans (including SPC-executed Component 4 activities), in line with the design framework.
- Providing secretariat support to the MAWGs, through the NMACs.
- Identifying and mobilising technical support for the implementation of Component 1-3 activities.
- Routinely liaising with SPC concerning the implementation of Component 4 activities, ensuring that these activities are appropriately oriented towards intended program outcomes and fully coordinated with other program activities.
- Implementing an integrated M&E Framework for the overall Program (all Components), ensuring that appropriate QA measures are implemented.
- Monitoring and advising the PCC and AusAID on the strategic direction of the Program.
- Ensuring AusAID (and any other partners/donors) are kept informed of progress and critical emerging issues.
- Ensuring activities are appropriately coordinated/linked with other relevant national and donor activities.
- Actively promoting the transfer of best practices and lessons-learned between the various PICTs involved under the Program.

5.1.2. SPC management of component 4

Implementation of Component 4 activities will be the responsibility of SPC. SPC will be fully responsible for implementation of these activities. Annual workplans and monitoring reports for Component 4 activities will be prepared by SPC in line with the overall design framework following formats specified by the PMO, then integrated with workplans and monitoring reports for Component 1-3 activities prepared by the PMO. They will be subject to the same approval processes as for the rest of the Program.

The proposed management model outlined above, involving separation of regional and national functions, is similar to the model adopted for the Pacific Regional HIV Project (PRHP, 2004-2008), and has been proposed for similar reasons. Phase 2 of PHAMA will possibly involve an increased role for SPC in management of the overall program, based on capacity that has been developed during Phase 1.

5.1.3. Market Access Working Groups

A MAWG will be established in each country where Component 1-3 activities are being implemented. MAWGs are intended to provide a practical working partnership between government and the private sector to manage the resolution of MA issues that are to be addressed by PHAMA; and to provide an outreach mechanism to key stakeholders at both national and regional levels. Main responsibilities will include:

- Establishing coordination between government and industry in the management of MA issues.
- Prioritising MA issues to be addressed by the program.
- Developing strategies and action plans to address these priorities, as well as an associated communication strategy.
- Identifying MA research and development needs.

- Providing briefings to relevant government agencies and industry on MA issues.
- Identifying and promoting linkages between PHAMA and other government and donor programs.
- Facilitating the mobilisation of government and industry resources in line with identified MA priorities.
- Actively communicating the work of the MAWG to government and private sector partners.
- Promoting successes in advancing MA for priority agricultural or horticultural products and/or establishment of new trade or increasing exports of priority products.

The MAWGs will be the main conduit for planning and monitoring all PHAMA-funded activities in-country, both PMO-managed and SPC-managed. Membership will include representatives from relevant government departments with MA responsibilities (e.g. Departments of Trade, Agriculture and Quarantine), as well as the private sector (e.g. producer organisations, exporters, relevant community groups, Chamber of Commerce). In order to ensure effective operation, the group will be limited to a maximum of 10 members. Members should have a direct responsibility and passion for progressing MA issues. Private sector representatives should be cross-sectoral as far as possible. Additional members with specific sub-sectoral interests or particular expertise will be seconded on an as-required basis.

It is highly recommended that membership should initially be drawn from participants included in the preparatory workshops (see Appendix 5). Additional members should be included if additional skills and representation are required. Membership from specific government departments, industries or relevant community groups has not been specified although it will be necessary to include the national plant protection office (usually Ministries of Agriculture). Members should have a strong MA focus, drive and enthusiasm. Willingness to devote additional time to MAWG requirements is essential. Since managing market access tends to be a dynamic and on-going process, additional members with specific skills and expertise should be invited to provide input to the MAWG as required.

The MAWGs should meet formally 2-4 times per year. Two of these meetings should occur immediately prior to development of the Annual Strategic Plans and 6-monthly Progress Reports by the PHAMA PMO, to ensure co-ordination of planning and reporting processes from the MAWG level upwards. It is anticipated that, in addition to these formal meetings, MAWG members will actively network on an on-going basis through electronic means, facilitated by the NMACs.

Institutional arrangements for the MAWGs will vary from country to country. Wherever relevant they will be positioned under and report to the higher-level National Trade Facilitation Committees established under the RTFP, or other similar higher-level committees.

Structure and function of the MAWGs has been broadly agreed during the workshops held as part of the design process. Many of the workshop participants are likely to become MAWG members. Further detail on is provided in Appendix 5.

5.1.4. Secretariat support for the MAWGs

PHAMA will provide secretariat support for the operation of the MAWGs, including appointment of National Market Access Coordinators (NMACs), and establishment and resourcing of a small secretariat office.

National Market Access Coordinators. The NMACs will form a critical link in the program management structure, providing an operational linkage between MAWG members, and between the MAWGs, the PMO and SPC.

Key responsibilities of the NMACs will include:

- Providing secretariat support to the MAWG, including convening and coordinating MAWG meetings.
- Facilitating communication and coordination between MAWG members.
- Providing an operational linkage between the MAWG, the PMO, and SPC.
- Assisting the MAWG with the development of annual workplans, in line with PMO requirements.
- Monitoring the implementation of activities being funded by the program, in line with PMO requirements.
- Coordinating with other MA and supply chain development activities, including other donor-sponsored initiatives.
- Working with emerging exporters of priority products to build capacity and confidence in the dynamics of export procedures.

A full-time in-country NMAC will be appointed for each country participating in PHAMA. NMACs will be locally recruited by the PHAMA PMO under two-year renewable contracts, and will report to the PMO. Candidates will require good communication skills at industry and government levels and an ability to organise and manage a small group of executive members. Importantly, the NMACs must also have a basic understanding of the technical issues under consideration. Detailed technical knowledge is not expected but the ability to understand and communicate issues to the MAWG, PMO and SPC will be required. Detailed TOR are provided in Appendix 12.

Operational support. In addition to covering the salary costs of the NMAC positions, PHAMA will cover basic set-up costs for a modest 1-person secretariat office (if required); local transport allowance for the NMACs; contribution to office overheads (rental, power, water supply); communication costs; printing and report preparation costs; and MAWG meeting costs, including direct travel and accommodation allowances for members.

Secretariat location. The secretariat will be housed within an appropriate institution in each country with possible (mostly hosted) locations canvassed during preparatory activities.

5.1.5. Program Coordinating Committee

A regional Program Coordinating Committee (PCC) will be established, responsible for providing high-level governance oversight of the Program. Membership will include AusAID (one representative); SPC (Head of LRD or designate); the current chair of the MAWGs in each country; ACIAR; and the PHAMA Team Leader. NZAID will also be represented. Biosecurity Services Group and MAF (facilitated through NZAID) will have Observer status to assist with coordination of Pacific biosecurity activities. The PCC will meet formally 1-2 times per year, coinciding with approval of Annual Strategic Plans and 6-monthly Progress Reports. It is intended that the PCC will liaise closely with the SPC Governing Council, particularly with respect to the central role played by SPC in the Program's exit strategy and the need for more secure long-term funding arrangements to be developed for SPCs MA support services if this exit strategy is to be successful.

5.1.6. Technical assistance

Proposed staffing of the Program is summarised in the following table.

Summary Staffing Schedule

	International	National
Program Management Office, Suva		
Team Leader	1	-
Principal Market Access Specialist	1 FTE	-
Quarantine/Biosecurity Specialist	1 FTE	-
Procurement Officer	-	1
Administrative Assistant/ Secretary	-	1
SPC, Suva		
Market Access Specialist	1	-
Senior Entomologist	1	-
Technicians	-	5 FTEs
In-country		
National Market Access Coordinators	-	5

Core PMO staffing will include the Team Leader, a Principal Market Access Specialist and a Quarantine/Biosecurity Specialist. These will all be international positions. The Principal MA Specialist and Quarantine/Biosecurity Specialist will be responsible for providing technical guidance and oversight of all in-country activities, including identifying the need for and supervising the performance of subcontractors where involved. Provision is also made within the PMO for a full-time Procurement/Finance Officer from 2011/12, reflecting the anticipated volume of subcontracts that will be managed under the Program.

Note that the Principal MA Specialist and Quarantine/Biosecurity Specialist are costed as full-time positions. It may however prove difficult to attract candidates with the required skills and experience for long-term placement. The option of utilising periodic ST inputs totalling 4-6 months per year, per position, would be an acceptable alternative, provided on-going involvement of the same personnel could be assured. Contractors should also be given the flexibility to 'mix and match' the particular skill sets of candidates proposed to specific elements of the job description/s provided. As reflected in the position titles, it is likely that one of the candidates will have more experience in managing the process of *gaining* market access; the other in the implementation of biosecurity and quarantine measures required to *maintain* access once gained.

Within SPC, the Program will fund a full-time Market Access Specialist and a full-time Senior Entomologist. The Market Access Specialist will be the designated Activity Manager for Component 4, and is intended to develop practical MA skills within SPC long-term. The Senior Entomologist position will provide essential diagnostic capacity for MA-related surveillance and the updating of data on plant pests and diseases necessary for the preparation of MA submissions.

The Program will also fund up to five support staff/technicians within SPC working in various areas¹.

At national-level, the Program will employ five National Market Access Coordinators to be located in each country participating in PHAMA. The NMACs will provide a critical link between MAWG members, and between the MAWGs, the PMO and SPC.

Within Biosecurity Australia and MAFBNZ, the Program will fund the Pacific Coordinator Positions (1 within each agency) in the event that funding is not available from other sources.

Terms of Reference for key LT positions are provided in Appendix 12.

5.2. Management Processes

5.2.1. Planning

The MAWGs will prepare annual workplans in May of each year, following prescribed PMO formats. These workplans will identify specific MA issues to be addressed and actions to be taken in each country over the following 12 months (July 1 to June 30). SPC will also prepare an annual workplan in May covering proposed Component 4 activities. The PMO will consolidate the Component 1-3 workplans with the SPC Component 4 workplan to produce an integrated Annual Strategic Plan (ASP) for the overall Program, which will go to the PCC by mid June for endorsement.

5.2.2. Procurement and financial management

Procurement of all goods and services for Components 1-3 will be undertaken by the MC following standard Australian Commonwealth procurement guidelines; and financial management (including audit) will follow the usual procedures adopted for AusAID-funded activities managed by an MC. The PMO will be responsible for identifying, contracting, managing, monitoring and paying all subcontractors, and will develop standard procedures to facilitate this.

SPC will be responsible for procurement of all goods and services required for implementation of Component 4 activities, following SPC's standard procurement guidelines. Financial management (including audit) will follow SPC's usual procedures for an activity of this nature.

SPC will be funded for Component 4 activities 6-monthly in advance, in line with projected expenditures in the corresponding ASP, subject to satisfactory acquittal of previous advances. The MC will be responsible for managing all PMO expenditures, including payment of subcontractors mobilised for Component 1-3 activities. The only funds held at national-level will involve a small operating expense account managed by the NMACs to cover the cost of providing secretariat support for the MAWGs.

5.2.3. Reporting

¹ One for animal health information and reporting, 1 for PPLD and Helpdesk activities, 1 for trade statistics database development/maintenance work, 1 for the WTO SPS Enquiry Point, and 1 for fruit fly/ant surveillance work.

Reporting requirements are outlined below. Where relevant, reports will be prepared as consolidated whole-of-program reports, incorporating both MC- and SPC-managed components. SPC will be required to prepare all contributions to these reports following formats and timelines as prescribed by the MC. The MC will be responsible for final consolidation.

Annual Strategic Plans. ASPs will identify major priority areas to be addressed by the Program over the coming year together with budget requirements, implementation responsibilities, and component linkages. The first ASP will be submitted within 2 months of mobilisation, building on the planning work done pre-startup. Subsequent ASPs should be submitted by mid June each year, covering the following July-June Australian FY. The ASPs will be regarded as an enabling framework designed to guide implementation, rather than a constraining blueprint.

Annual Progress Reports will be submitted by the end of July each year. They will: (i) identify PHAMA's contribution to overall goals and objectives; (ii) briefly describe the nature and progress of activities being implemented; (iii) identify any risks, issues, problems and delays encountered in implementing the Program and recommend specific remedial actions; (iv) update the Program staffing situation; and (v) include an updated list of Program procurement, training and reports. Major successes should be highlighted in a form that can be easily incorporated into PR materials. **Interim 6-month Progress Reports** will also be required, to be submitted by the end of January, following the same format.

Six-Monthly Financial Reports will be submitted by the end of Jan (covering July-Dec expenditures), and July (covering Jan-June expenditures). These reports will summarise expenditure against budget for the year-to-date, and from startup-to-date; together with identification and analysis of any budget issues. MC- and SPC-managed expenditures must be reported in the same format, to be determined by the MC.

Monthly Exception Reports will be submitted at the end of each calendar month. These will be brief (maximum 3 pages) reports highlighting any significant issues that have arisen over the month, and how these issues are being addressed. They will also highlight any major wins over the period.

Miscellaneous Technical Reports. For every subcontracted activity approved, a brief Activity Design Document will be prepared and held on file. For every activity completed, a brief Activity Completion Report will also be prepared and held on file summarising results achieved.

Phase 1 Completion Report. An initial draft of this report should be submitted by end-January 2013. It will detail progress achieved against the goal, objectives, and outcomes of the Program as anticipated at design. The Completion Report will be substantially informed by Annual Progress Reports, and will provide a major input into design adjustments and approvals for Phase 2. This will comprise the basis of the Independent Completion Report to be commissioned by AusAID and is part of the M&E Framework.

In addition to the above, the MC will develop/finalise the following documents during startup: (i) M&E Framework Implementation Plan (including a Risk Management Plan); (ii) Communications Strategy; and (iii) Administrative Guidelines (financial, human resource and administrative practices).

5.2.4. Coordination

Given the multi-country focus of the Program, and management/implementation arrangements that are split between the PMO and SPC, particular attention will need to be paid to coordination mechanisms. Specific coordination mechanisms proposed include:

- Physical location of the PMO within SPC in Suva.
- SPC representation on the PCC.
- Integrated planning, plan approval and monitoring arrangements across both MC and SPC-managed components.
- Establishment of the MAWGs at national-level, designed to develop a partnership between government and industry in each country, and to provide a single gateway for all activities implemented in-country, both MC- and SPC- implemented.
- Provision of full-time secretariat support for the MAWGs through the NMACs.
- Conduct of formal 6-monthly planning and review meetings by the MAWGs in each country, attended by PMO and SPC staff whenever possible.
- Conduct of annual workshops, rotated between countries, bringing together PMO staff, SPC staff, MAWG chairpersons and the NMACs to review progress and issues at whole-of-program level.
- Conduct of monthly internal planning and review meetings by key LT PMO and SPC staff.
- Development of a formal Communications Strategy, with clear specification of communication responsibilities and protocols.
- Establishment of high quality electronic communication capacity between the PMO, SPC and the in-country secretariat offices.

5.2.5. Monitoring and evaluation

MC to note the Final M&E Framework is still under development by AusAID and this will supersede the Draft M&E Framework and information contained in the PHAMA Design Document (RFT). The Draft M&E is included in the appendices.

Guiding principles. M&E processes are designed to be central to the evolution and responsiveness of PHAMA. A range of methods will be developed to ensure (i) accountability to key implementation partners ('to prove') and (ii) continuous learning and program improvement as an integral part of program implementation, operations and management ('to improve'). Continuous learning will provide a basis for the identification and selection of MA issues and opportunities to be addressed by the Program; the fine-tuning of implementation methods and partnership approaches; as well as for operational management decision-making. M&E should therefore be regarded as a rolling process that contributes to the effective design, implementation and assessment of MA improvement strategies.

There is an emphasis in designing a simple, yet meaningful and robust M&E process. For Components 1-3, M&E will focus on progress achieved in establishing improved MA for identified high priority products; while for Component 4 it will focus on the development and effective operation of identified higher-level MA-related services by SPC.

Focus on prioritised MA activities. M&E activities will be largely developed around the specific MA opportunities and issues to be addressed by PHAMA, reflecting the overall focus of the Program on identifying and working with highest priority opportunities and issues. The M&E system will be a key means of informing the selection of issues and opportunities, and then progressively refining the action plans being implemented to address particular issues. The approach to assessing the results of specific MA-related activities will include a sequence of

steps, including (i) development of impact logics/ causal models for each major MA issue to be targeted; (ii) use of impact logics to identify appropriate indicators to assess change; (iii) establishing a baseline; (iv) prediction of improvement in key indicators due to the proposed intervention; (v) assessment of change in the chosen indicators due to the particular (set of) interventions; and (vi) application of this information within the Program's regular decision-making processes. Systematic application of the process will mean that action plans are refined on an on-going basis – even resulting in termination of activities where continued investment cannot be justified.

Key actors. The main actors in the Program's M&E system will include:

- exporters and producers, as ultimate beneficiaries of improved MA arrangements;
- various implementation partners, such as the MAWG, the national quarantine services, and SPC;
- the implementation team (program staff, governance bodies, MC, subcontractors and external reviewers, collectively responsible for the implementation approach and management systems).

Levels of assessment.

Impacts (program goal and objective level). Given the strong trade facilitation nature of the Program, impact will be assessed mainly in terms of aggregate/ intermediate indicators such as incremental export volumes and values for target products where MA has been gained or improved. In some cases impact will also need to be assessed in relation to reduced costs of exports, for example where a streamlined export protocol is approved. These impacts will be assessed largely using statistical data and export data from regulatory agencies and treatment facility operators, supplemented with industry surveys and case studies where appropriate.

Some, but lesser emphasis will also be placed on assessing impact at the level of individual producers as the ultimate beneficiaries¹. Impacts at this level will be assessed in terms of scale (the number of producers that become involved in new or improved export production activities as a result of improved MA arrangements); incremental income benefits resulting from the activity; and household-level employment impacts. Qualitative assessment will also form a part of the M&E.

A baseline will be established for all products at the time a new or revised MA protocol is approved (for new MA protocols this baseline will be zero); with an initial follow-up assessment scheduled for the end of Phase 1 (mid 2013)². Assessments will be conducted by the M&E Specialist, assisted by the NMACs; and will be reported in the Phase 1 Completion Report.

Intermediate outcomes (component objective level). A range of intermediate outcome indicators has been identified, directed towards assessing progress in establishing new MA agreements (Component 1); successful implementation of quarantine measures required to maintain MA (Component 2); identification and implementation of R&D activities that directly contribute to improved MA arrangements (Component 3); and client (i.e. PICT) satisfaction with the defined MA-support services that SPC will be providing under PHAMA (Component 4). In some cases these intermediate outcomes will be assessed from secondary data (e.g. new trade approval

¹ Although it should be emphasised that PHAMA will not be working directly with producers to develop their production capacity in relation to new export market opportunities developed under the Program.

² An earlier assessment is not considered warranted given the long lead-times involved in establishing improved MA.

notifications; data on export consignment rejections). In others, they will require more detailed evaluation by the Program (e.g. surveys to assess NPPO satisfaction with services provided by SPC). Intermediate outcomes will be assessed annually; conducted by the ST M&E Specialist assisted by the NMACs and SPC Activity Manager, and will be reported in the Annual Progress Reports.

Outcomes/key result areas. A range of indicators has also been identified to assess outcomes/key result areas which collectively contribute to the intermediate outcomes of each component. Progress in key result areas will mainly be assessed through evidence of products and services that are developed under the Program and that collectively contribute towards improved MA arrangements (e.g. MA submissions, risk management packages, R&D reports, information systems and helpdesks). Progress at this level will be assessed on an on-going basis for internal decision-making; conducted by the Team Leader assisted by the NMACs for Components 1-3, and by the SPC Activity Manager for Component 4. Results will be reported in the 6-month Interim Progress Reports and Annual Reports; with key deviations from the ASPs being highlighted in the Monthly Exception Reports.

Output and activity level. In line with the programmatic approach adopted, the MEF (and Logframe) have been specified down to outcome level only. Outputs and activities designed to achieve the above outcomes will be identified as a routine part of the ASP process; with corresponding progress indicators being incorporated into the ASPs and reported against in the 6-monthly Progress Reports.

Assessing the quality of implementation processes. The quality of decision-making and implementation processes will be focussed at two levels:

- Learning and improvements to the implementation approach, including the effectiveness of program governance mechanisms, the extent of market awareness and responsiveness to local priorities, culture of internal critical analysis; effectiveness of partnerships and relationship management processes; and adequacy of judgement skills.
- Learning and improvements to the management systems, including the effectiveness of HR management, the level of functioning of value-added governance and implementation arrangements (PCC, MAWGs); the appropriateness of partner contract management systems; and effectiveness of administrative and financial management systems.

These aspects will be assessed on an on-going basis and reported in the 6-monthly Progress Reports. Internally, the MC Program Director, together with senior on-site staff, will be responsible for assessing the quality of implementation processes, with oversight provided by Fiji Post [or the Pacific Section in Canberra].

Arrangements for external Quality Review in line with AusAID Activity Completion Reporting due at the end of Year 4 is outlined in section 5.2.6 below.

M&E resources. The Team Leader will carry overall responsibility for ensuring effective M&E arrangements are established. Provision is made for two person-months per annum support from an M&E Specialist, which will be targeted towards finalisation of the MEF; initial set-up of M&E procedures (including training of the NMACs and key MAWG staff); formal assessment of results at intermediate outcome (component objective) level at the end of each year; and assessment of impact at goal/objective level at the end of Phase 1. NMACs will be the in-country focal point for M&E of Component 1-3 activities; and the SPC Activity Manager for M&E for Component 4 activities. The MAWGs will be the key target for all in-country M&E reporting, with M&E activities designed to support a continuous learning/improvement cycle.

5.2.6. Review

The MC will facilitate an independent Quality Review of the Program on behalf of AusAID. The Quality Review will monitor the systems and processes of the MC and SPC in relation to Components 1-3 and Component 4 respectively; quality of management; quality of reporting; and effectiveness of governance arrangements. TORs will be drafted to reflect any particular concerns of the PCC or AusAID. The Quality Review Team will report directly to the PCC, and will include one member nominated by AusAID (from AusAID's Rural Development Expert Panel), and one member jointly nominated by the MC and SPC.

AusAID will mobilise a Mid Term Review (MTR)/ Phase 2 Design Mission towards the end of Phase 1. This Mission will pay particular attention to progress being achieved in refinement and implementation of the exit strategy (refer section 5.2.9), including a possible increased role for SPC during Phase 2 in the management of Components 1-3 with a corresponding decreased role for the MC, in line with the Regional Institutional Framework. The MTR will also undertake an economic appraisal of a selection of MA interventions supported during Phase 1.

5.2.7. Communication strategy

A formal communication strategy is considered essential given the regional nature of the program (involving a centralised PMO overseeing operations in 5 countries); the involvement of both the PMO as well as SPC in implementation management; and the imperative of establishing effective communication within the MAWs and between the MAWs and various other stakeholders and actors. The MC will be responsible for developing, finalising and implementing a Communications strategy. This will be a practical yet strategic guide outlining who needs to be communicating with whom, when, how and, where appropriate, why. Particular attention will need to be given to ensuring the MAWs establish effective outreach to key stakeholders, at both national and regional levels.

5.2.8. Risk management

Key risks that will require on-going management are identified together with mitigation measures in the Risk Management Matrix (Appendix 11). The most important residual risks are summarised below:

Risk	Mitigation
Low Yr 2 budget ahead of Year 3 budget scale-up affects overall performance of Phase 1.	Undertake supporting, preparatory work. Have a range of subcontracts fully prepared in Yr 2, ready for implementation from late Yr 2 onwards. Push any infrastructural investments into Yrs 3 and 4. Seek other 'top-up' donor funding for Yr 2.
Inability to attract and retain suitable TA for the PMO and SPC (qualifications, experience, approach and motivation).	Define recruitment and selection criteria as part of design. Allocate significant time and resources to the selection process. Require non-exclusivity for key personnel in tender. Ensure option for key long term technical advisors to provide scheduled on-going short term inputs, as an alternative to full-time placement.

Failure to develop a constructive working relationship between industry and government.	Formation of the MAWG, with on-going facilitation by NMACs, assisted by the PMO where necessary. Only fund activities if it is clear that the MAWG is functional.
Overall PHAMA work program is excessively focussed on MA into Australia and NZ, with highly limited capacity of Australia and NZ to process requests.	Encourage the MAWGs to spread efforts between different importing countries. Encourage MAWGs to identify options relating to improving or maintaining access, in addition to seeking new access. If necessary fund the appointment and maintenance of Pacific Coordinators in DAFF and MAFBNZ, and monitor performance.
PICTs have unrealistic expectations of MA gains that PHAMA is unable to deliver.	Careful management of expectations by the PMO. Good resourcing to progress activities as speedily as possible. Go for 'low hanging fruit' where early wins are possible.
Importing government regulatory agencies are reluctant to more actively engage with PICTs, despite improved MA submissions and more active management of the submission process.	Mobilise experienced international TA to help manage the process. Be prepared to 'go political' through appropriate fora (e.g. PIF, appropriate Ministerial briefings/management) Re-establish funding for a Pacific market liaison officer within DAFF
Increasing energy prices adversely affect PICTs ability to compete in key markets.	Actively monitor impact of energy prices on export feasibility in consultation with other supply chain focused projects. Go for low volume/high value exports. Emphasise PHAMA as a mechanism for actively managing change.

Risk management will be an integral part of routine M&E arrangements, at both output and outcome levels, in order to provide a responsive process that can contribute to organisational learning. The MC will be required to:

- develop a Risk Management Plan, based on the preliminary risk analysis prepared by the Design Team;
- systematically identify any new risks, in collaboration with AusAID and other stakeholders, on an on-going basis;
- routinely monitor all levels of risk (management, intervention and development) and implement appropriate responses; and
- report risk status and possible consequences to the PCC and AusAID on a regular basis.

5.2.9. Exit Strategy

Key elements of the exit strategy include:

- developing the capacity of national organisations (particularly the MAWGs and relevant national government agencies with MA responsibilities) to identify and manage the implementation of MA activities;
- developing the capacity and willingness of industry to self-fund MA activities under fee-for-service arrangements, but recognising that this is likely to be a long-term process requiring on-going external support for some time to come;
- strengthening the linkages between relevant national organisations and potential service providers, including SPC and other third party service providers;

- developing the technical capacity of SPC to provide MA support services to the region;
- advocating for more sustainable long-term funding mechanisms (ideally core-funded)¹ for SPC's MA support services, progressively replacing the medium-term funding to be provided through PHAMA;
- progressively integrating the MC-managed activities (Components 1-3) into SPCs core program from the start of Phase 2 (with continuing donor support), with a corresponding phase-out of the MC, subject to development of appropriate capacity within and funding arrangements for SPC.

The PHAMA Implementation Team should continually revise and monitor progress against this exit strategy. The MTR/ Phase 2 Design Team will be seeking a clear view of 'life beyond PHAMA' when considering the scope of Phase 2.

6. FEASIBILITY AND SUSTAINABILITY

6.1. Feasibility

Manageability of the Program. The Program is not particularly complex in terms of either its objectives or institutional design, and is considered manageable within the resources budgeted. Overall management will be contracted to a competitively selected MC, which will also be responsible for day-to-day management of Component 1-3 activities. Day-to-day management of Component 4 activities will be delegated to SPC, which has a track record both in project management as well as implementation of MA-related support services to PICTs.

Technical and financial feasibility. Little can be done to gain preferential treatment by potential importing countries for MA requests from PICTs. However, there are a range of measures that can be supported to ensure that resources are focussed in highest priority areas; that high quality MA submissions are prepared and the processing of these is actively managed; and that SPS measures required to maintain MA are competently implemented. These measures, while often requiring a longer-term developmental timeframe, are not technically difficult to implement. Experience gained with MA programs elsewhere indicates that considerable performance gains are able to be achieved through measures such as these.

In order to maximise technical and financial feasibility, MA issues on which the Program will focus will be carefully selected, guided by the PMO, using criteria that are weighted towards the likely success of gaining/improving MA, and the potential economic benefits on offer should improved access be gained. Developing a central role for industry in the prioritisation/selection process is a key mechanism for minimising the risk that resources are wasted on products with lower potential for success.

The financial capacity of PICT government agencies and industry to support measures required to gain, maintain or improve MA is also important. In the longer term, development of stronger export industries will provide the impetus for increased government funding and/or industry funding of these measures. Improved collaboration between government and industry, through institutions such as the MAWGs, should also go some way towards improving capacity and

¹ e.g. through the RIF. This would be the responsibility of the PCC, working to AusAID, NZAID and the SPC Governing Council.

willingness to self-fund activities. Fiji provides several examples where industry groups have directly contributed to the cost of MA endeavours in the past. Again, the need to focus efforts on products that have the best chance of resulting in a substantial and profitable export trade is emphasised.

Institutional and governance feasibility. Institutional roles and responsibilities are clearly defined, with little opportunity for duplication or confusion. At an operational level, considerable emphasis is placed on establishing and supporting the operation of the MAWGs, which will have a hands-on role in guiding Program activities in-country and are regarded as a key means of ensuring national ownership and sustainability of Program activities. A careful watch will need to be maintained on the responsibilities ascribed to the MAWGs vis-à-vis the amount of time members have available to carry out the work required. Capacity of key government agencies and industry representative organisations is highly variable between PICTs but there is considered to be sufficient baseline capacity for the Program to be implemented successfully. Improving this capacity is also an important focus of the Program. SPC, which will initially have responsibility for the implementation of Component 4 activities only, is assessed to have sufficient baseline capacity to fulfil the intended role, although it suffers from sustainability issues that are a direct result of its almost total reliance on project-tied funding, and has a number of important technical gaps. The Program will directly address these funding and staffing issues. Responsibility for implementation of Component 1-3 activities will only be transferred to SPC once these issues have been satisfactorily addressed.

In terms of overall governance, the Program will establish a multi-country PCC that will bring together regional and national, as well as public and private sector interests. This forum will have high-level functions and will be required to meet only 1-2 times each year. It is intended that the PCC would liaise closely with the SPC Governing Council in respect of SPC's role in the Program.

6.2. Factors in the design to promote sustainability

At a commercial level, the sustainability strategy is to assist industry and government obtain, maintain and improve MA for highest priority products, selected taking into account the financial viability of the proposed trade. Stronger export industries and stronger economies are usually more able and willing to allocate financial resources, both private and public, to on-going MA development initiatives.

At an institutional level, the strategy rests on developing a strong and effective partnership between relevant government agencies and industry, forged in mutual self-interest, for the identification and resolution of highest priority MA issues. Under the Program, considerable efforts will be made to develop this partnership, and to increase the capacity of government agencies and industry to manage and self-fund MA activities in the future, with reduced external support. Also at an institutional level, PHAMA aims to further develop the technical capacity of SPC to provide MA support services to the region, consistent with its mandated role and the Regional Institutional Framework. It will also advocate for more sustainable long-term funding mechanisms (ideally core-funded)¹ for SPC's MA support services, progressively replacing the medium-term funding to be provided through PHAMA.

More specific features of the design that are intended to enhance sustainability include:

¹ e.g. through the RIF. This would be the responsibility of the PCC, working to AusAID, NZAID and the SPC Governing Council.

- Use of demand-led processes that promote the position of the private sector in identifying priority products for which new or improved MA is sought. This will improve the likelihood that the right MA issues are addressed, with profitable and sustainable export trade resulting.
- Rigorous vetting of priority products before final selection in order to ensure that development of a corresponding export trade is physically feasible and financially viable, and likely to result in significant economic impact.
- Development of mechanisms for improving dialogue between government regulatory agencies and industry groups on matters related to obtaining, improving or maintaining MA.
- Building the capacity of PICT quarantine and biosecurity agencies so that they are more effective and efficient in meeting their statutory responsibilities.
- Developing the technical capacity of SPC to provide a clearly identified set of core MA support services across the region.
- Provision of medium-term funding to SPC so that it has a more certain and stable operating environment in relation to providing core MA support services, replacing present *ad-hoc* and highly fragmented funding arrangements.
- Advocating for more sustainable long-term funding mechanisms (ideally core-funded) for SPC's MA support services, progressively replacing the medium-term funding to be provided through PHAMA.
- Strengthening the linkages between relevant national organisations and potential service providers, including SPC as well as other third party service providers.
- Building on key government policy and program initiatives relating to the development of high-value agricultural exports.
- Use of established organisations, systems and management practices to the maximum extent possible.
- Linkage, wherever possible, with other programs and projects, government and donor funded, working on the development of supply chains for priority products targeted under the PHAMA Program.
- Adoption of an 'open architecture' design that is flexible enough to meet changing conditions and needs.
- Progressively integrating the MC-managed activities (Components 1-3) into SPCs core program from the start of Phase 2 (with continuing donor support), with a corresponding phase-out of the MC, subject to development of appropriate capacity within and funding arrangements for SPC.

6.3. Impact

Benefits and Beneficiaries. Major benefits resulting from the Program will include: (i) increased FE earnings due to increased exports of high value agricultural products; (ii) increased household incomes and improved livelihoods for households participating in the production of target products; (iii) increased rural employment; (iv) development of a more diversified, better integrated and more robust private sector; (v) development of a stronger and more inclusive relationship between government agencies and industry concerning MA issues; (vi) improved capacity of export country quarantine agencies to meet core functions; and (vii) improved capacity of SPC to provide core regional biosecurity and trade support services. In most situations target products are expected to involve a reasonably large number of smallholder producers.

Economic impact. One of the criteria used in selecting target products will be the magnitude of the economic benefits on offer. Preliminary economic analysis based on the sort of products that

might be selected indicates that returns on investment in improving MA are generally highly positive. From an economic viewpoint, investment in obtaining, maintaining and improving MA makes good sense – especially if efforts are selectively channelled towards ‘best bets’ where the private sector is able and willing to respond rapidly to emerging opportunities.

Even if only a few ‘wins’ are achieved in terms of obtaining or improving MA and this results in increased and/or more cost-efficient export trade, the resulting benefits are likely to justify the costs involved. It is recommended that an economic appraisal be undertaken for a selection of MA interventions supported during Phase 1, at the time of the MTR/ Phase 2 Design Mission.

Environmental impact. The Program will generally not be dealing with MA issues related to commodity or industrial crops. Most products and production systems are likely to be smallholder-based and highly dispersed, and are likely to be relatively low-input or even organic in terms of pesticide use. In some cases pursuit of organic status may in fact be the basis of the perceived market opportunity and MA request. Improved awareness by industry of quality standards and pest and disease issues, and improved operational capacity of government quarantine services, is likely to produce longer-term and more general benefits related to protection of both exporting and importing countries from incursion threats due to breakdown of quarantine systems.

Institutional impact. Developing a strong and enduring partnership between government and industry for addressing MA issues, similar to those that exist in many better developed economies, is an important objective of PHAMA. The Program is also fundamentally concerned with improving the inherent capacity of relevant government agencies to perform more effectively in relation to gaining, maintaining and improving MA

**PACIFIC HORTICULTURAL &
AGRICULTURAL
MARKET ACCESS PROGRAM
(THE PHAMA PROGRAM)
PROGRAM DESIGN DOCUMENT
Volume 2
APPENDICES**

6 July 2010

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APPENDIX 1

SUMMARY TRADE DATA

Table 1: Summary analysis of current trade from PICTs to key markets						
(2005 data, USD'000)						
	To Australia	To Japan	To USA	To NZ	TOTAL	
Total all products	1893179	616618	335500	84266	2929563	0.020404
Total agr. & marine products	54095	102278	124174	24387	304934	
Agr. & marine %	2.9%	16.6%	37.0%	28.9%	10.4%	
Agricultural products	38660	52185	72592	22072	185508	0.32222
Agricultural %	2.0%	8.5%	21.6%	26.2%	6.3%	
					2.3%	
					21.8%	
					35.8%	
	PNG	PNG	PNG	PNG	PNG	
	Fiji	Fiji	Fiji	Fiji	Fiji	
	Tonga	Tonga	Tonga	Tonga	Tonga	
	Cooks	Cooks	Cooks	Cooks	Cooks	
	Vanuatu	Vanuatu	Vanuatu	Vanuatu	Vanuatu	
	Samoa	Samoa	Samoa	Samoa	Samoa	
	Solomons	Solomons	Solomons	Solomons	Solomons	
	Kiribati	Kiribati	Kiribati		Kiribati	
	French Poly		French Poly		French Poly	
	New Caledonia			New Caledonia	New Caledonia	
	Timor				Timor	
				Niue	Niue	
	OK	OK		OK		
Conversion rates applied:	AUD0.90=USD1.00					
	NZD0.78=USD1.00					

Table 2: Summary analysis of high-value agricultural and horticultural exports from PICTs (2005 data, AUD'000)												
	Fiji	Tonga	PNG	French Polynesia	Samoa	Vanuatu	New Caledonia	Cooks	Solomons	Nuie	Kiribati	TOTAL
Noni juice	213			12500	3230			420	35			16398
Spices (incl vanilla)	530	3500	10000			130						14160
Root crops	12500	280			10	310		10		32		13142
Squash		9000					1500					10500
Copra meal			3500			1100			28		65	4693
Egg plant	1525											1525
Beef						1300						1300
Papaya	1230				5			35				1270
Coconut cream					910							910
Root ginger	845											845
Coconuts		310			290							600
Essential oils						450						450
Preserved meat products							180					180
Citrus						33	70					103
Cold press coconut oil									93			93
Breadfruit	55				20							75
Chillies	75											75
Mangoes	50											50
Okra	33											33
Cut flower & bulbs	3							5				8
Honey										4		4
Bananas					2							2
	17059	13090	13500	12500	4467	3323	1750	470	156	36	65	66416
%	25.7%	19.7%	20.3%	18.8%	6.7%	5.0%	2.6%	0.7%	0.2%	0.1%	0.1%	100.0%

APPENDIX 2

SUMMARY OF CURRENT MARKET ACCESS AND KEY OPPORTUNITIES FOR NEW/ IMPROVED ACCESS

Appendix 2: Summary of Current Market Access and Key Opportunities for New/Improved access

	FIJI	SAMOA	TONGA	VANUATU	PNG
CURRENT ACCESS/ TRADE					
(1) Fresh					
Australia Note: Those in bold print are HTFA-treated.	Papaya , coconuts, taro, leaves of (amaranthus, bael, cassava, chickory, cordyline, taro), various cut flowers.	Coconuts, taro, leaves of (amaranthus, bael, chickory, cordyline), various cut flowers.	Coconuts, taro, leaves, leaves of (amaranthus, bael, cassava, chickory, cordyline, taro), various cut flowers.	Coconuts, taro, leaves of (amaranthus, bael, chickory, cordyline), various cut flowers.	Coconuts, taro, leaves of (amaranthus, bael, chickory, cordyline), various cut flowers.
NZ (MAF Biosecurity New Zealand Standard: 152.02 (5 November 2007)) Note: Those in bold print are HTFA-treated.	Papaya, mango, breadfruit, eggplant , chilli, pineapple, plantain, pigeon pea, snow pea, cow pea, guar beans, long beans, papdi, green beans, duruka, sugarcane, kava, coconuts, peanuts (fresh), yam, cassava, taro, taro bavia, tarua, ginger, okra, drumsticks, rocket, lettuce, chive, dill, coriander, oregano, basil, sage, thyme, turmeric, lemon grass, mint, betel nut, leaves (of amaranthus, bael, betel, curry, mango, papaya, roselle, taro, tarua).	Papaya, breadfruit, eggplant , banana, plantain, kape, kava, sugarcane, coconuts, yam, cassava, taro, tarua, ginger, leaves (of banana, beach bean, Indian mulberry, Indian pennywort, lillypilly, Malay apple, papaya, pepper, soap bush, taro, tarua, wart fern, wild coffee and six others for which no common name is listed).	Avocado, breadfruit, chilli, eggplant, mango, papaya, tomato , banana, plantain, squash, butternut, watermelon, kape, kava, sugarcane, coconuts, yam, cassava, taro, tarua, ginger, leaves (of beach bean, Indian mulberry, Indian pennywort, lillypilly, Malay apple, pepper, soap bush, taro, tarua, wart fern, wild coffee and six others for which no common name is listed).	Papaya, eggplant, lime, pomelo, lemon, grapefruit, mandarin/tangerine, tangelo, orange , pineapple, cucumber, squash, sweetcorn, green beans, coconuts, yam, cassava, taro, tarua, ginger, vanilla, leaves of (taro, tarua).	Ginger, coconuts, taro, yam, cassava, betel nut, tarua.
Other	Ginger (US)		Squash (Japan)		
(2) Processed					
Australia	Coconut meat, palusami (cooked taro leaves and coconut cream frozen), taro (frozen), taro leaves (frozen), vegetables/culinary herbs (blanched and frozen), spices, noni juice	Coconut meat, noni juice, palusami (cooked taro leaves and coconut cream frozen), taro (frozen), vegetables/culinary herbs (blanched and frozen)	Coconut meat, palusami (cooked taro leaves and coconut cream frozen), taro (frozen), taro leaves (fresh), vanilla, vegetables/culinary herbs (blanched and frozen)	Beef, coconut meat and meal, essential oils, palusami (cooked taro leaves and coconut cream frozen), taro leaves (frozen), vanilla, vegetables/culinary herbs (blanched and frozen)	Coconut meat and meal, taro (frozen), taro leaves (frozen), vanilla, vegetables/culinary herbs (blanched and frozen)
NZ	Mangoes (pickled) [Ranjan Farms; Fresco], coconut flesh (pieces or grated) [All] – MAFBNZ Standard 152.02 Approved processed	Banana (peeled and chopped), mango (peeled and chopped), pineapple (peeled and chopped) [Malaefono Plantation], coconut flesh	Coconut flesh (pieces or grated) [All] – MAFBNZ Standard 152.02 Approved processed commodities list	Beef, coconut flesh (pieces or grated) [All] – MAFBNZ Standard 152.02 Approved processed commodities list	Coconut flesh (pieces or grated) [All] – MAFBNZ Standard 152.02 Approved processed commodities list

Appendix 2: Summary of Current Market Access and Key Opportunities for New/Improved access

	commodities list Frozen fruit/vegetables (except frozen <i>Citrus</i> spp. Leaves) which have been commercially processed, packaged and labelled – MAFBNZ Standard 152.02 All cooked, pickled, pureed, dried fruit/vegetables in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Most nuts in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption	(pieces or grated) [All] – MAFBNZ Standard 152.02 Approved processed commodities list Frozen fruit/vegetables (except frozen <i>Citrus</i> spp. Leaves) which have been commercially processed, packaged and labelled – MAFBNZ Standard 152.02 All cooked, pickled, pureed, dried fruit/vegetables in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Most nuts in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Honey (with appropriate zoosanitary certificate regarding European foulbrood)	Frozen fruit/vegetables (except frozen <i>Citrus</i> spp. Leaves) which have been commercially processed, packaged and labelled – MAFBNZ Standard 152.02 All cooked, pickled, pureed, dried fruit/vegetables in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Most nuts in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Honey (with appropriate zoosanitary certificate regarding European foulbrood)	Frozen fruit/vegetables (except frozen <i>Citrus</i> spp. Leaves) which have been commercially processed, packaged and labelled – MAFBNZ Standard 152.02 All cooked, pickled, pureed, dried fruit/vegetables in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Most nuts in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption	Frozen fruit/vegetables (except frozen <i>Citrus</i> spp. Leaves) which have been commercially processed, packaged and labelled – MAFBNZ Standard 152.02 All cooked, pickled, pureed, dried fruit/vegetables in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Most nuts in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption Coffee beans (green) in accordance with BNZ-NPP-HUMAN Importation into New Zealand of stored plant products intended for human consumption
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Appendix 2: Summary of Current Market Access and Key Opportunities for New/Improved access

KEY OPPORTUNITIES					
(1) New access for fresh					
Australia	Ginger, breadfruit, chillies, jackfruit, eggplant, mango, vi	Breadfruit, papaya, avocado, vi	Breadfruit, papaya, mango	Ginger	
NZ [Note: Those products marked * appeared on MAFBNZ's "2007/2008 Prioritised List for Import Health Standards". Also those in bold print regarded as a priority for industry in-country.]	Vi* , cucurbits* (including bitter gourd , luffa, pumpkin), jackfruit* , other chilli varieties Cut flowers*	Vi*, pineapple*, Tahitian chestnut*, limes*, rambutan*, <i>Citrus</i> spp.*	Pineapple*, beans*, okra*, peas*, pele leaves*, baby corn*	Vi*, banana*, breadfruit*, capsicum*, mango*, tomato*	Cooking banana*, pineapple*, asparagus*, sweet potato*
Other	Papaya (US), breadfruit (US), ginger (Japan).	Breadfruit (US)		Nuts (EU)	Nuts (EU)
(2) New access for processed					
Australia	Processed root crops	Kava, noni juice		Various nuts (<i>Canarium</i> spp. etc), kava	Coffee, nuts
NZ				<i>Canarium</i> nuts	
Other					
(3) Improved access for fresh					
Australia	Papaya, taro	Taro	Taro	Taro	Taro
NZ [Note: Those products marked * appeared on MAFBNZ's "2007/2008 Work Programme" for review]	Taro*	Taro*, banana*	Taro*	Taro*	Taro*

APPENDIX 3

INSTITUTIONS INVOLVED IN GAINING AND MAINTAINING MARKET ACCESS

The process of gaining, maintaining and improving MA involves technical, organisational and political input by key public and private sector institutions at both national and regional levels. The level of involvement of any institution is dependent on the specific MA issue being addressed, the mandated role of the institution and the capacity of the institution to deliver the required input/s. The key institutions involved are outlined below.

1. IMPORTING COUNTRY AGENCIES WITH MARKET ACCESS RESPONSIBILITIES

1.1 Biosecurity Services Group (BSG)

BSG, within the Department of Agriculture Fisheries and Forestry (DAFF), is responsible for consideration of international MA requests and determination of final import policy. BSG maintains Australia's highly conservative approach to quarantine that ensures the level of risk from imported agricultural and horticultural commodities remains very low. A detailed and time-consuming import risk analysis (IRA) process and stringent risk management measures, should imports be approved, characterise this process. MA requests are now being prioritised under a newly regulated IRA process announced in 2007. The new process, which specifies that IRAs must be completed within 24-30 months, will not necessarily mean a reduction in the amount of time required from application through to final approval of a MA request, as BSG may delay the entry of requests into its work program until it has the resources available to process the request within the time required.

Inclusion and prioritisation of MA requests in the BSG work program is considered by an internal DAFF committee. Many criteria are taken into account when developing the annual IRA work program. DAFF has indicated that PICT MA requests will still be subject to the usual processes.

PICT fresh commodity MA requests completed within the last ten years include Solomon Islands pineapple (2002), Fijian papaya (2002) and New Caledonian limes (2006)¹. Fijian ginger is currently on the BSG 'A' priority list but commencement of the IRA is yet to be announced. Vanuatu papaya is on the BA 'B' list but work is unlikely to commence in the near future. There are currently no other PICT MA requests in the published work program, although there are many on the waitlist.

AusAID funded a Market Access Coordinator position within BA during 2007, designed to facilitate consideration of PICT MA issues. While there were relatively few MA gains over the period, PICTs report that the position resulted in improved communication and coordination with BA on MA and maintenance issues. Funding for this position has now recently been re-established through PHAMA.

1.2 Australian Quarantine Inspection Service (AQIS)

Once a MA request is approved and import policy recommended by BSG, AQIS (also part of DAFF) is responsible for implementing operational aspects of the policy. PICTs have indicated some difficulty in communicating with AQIS to determine import requirements for existing MA and receiving feedback on non-compliance issues. These difficulties are due to ill-defined

¹ There have also been several smaller cut flower additions to existing policy, outside of the IRA process.

communication channels at the bilateral level; difficulty experienced by some PICTs in interrogating the AQIS Import Conditions Database (ICON); and a lack of formal feedback to the relevant PICT quarantine agency regarding non-compliance events.

1.3 MAF Biosecurity New Zealand (MAFBNZ)

The NZ Ministry of Agriculture and Forestry's biosecurity arm, MAFBNZ, is responsible for the consideration of requests for the import of risk goods into New Zealand. Under the Biosecurity Act 1993, an import health standard (IHS) is required for importation of all biosecurity risk goods.

Since July 2006 all applications for new or amended IHSs are managed by MAFBNZ under a defined funding and management system. The development of IHSs follows a system very similar to BSG's IRA process. Under this system, all identified IHS work is prioritised using criteria established in the biosecurity Integrated Risk Management Framework. These criteria include: strategic (fit with the NZ government's goals); net benefit (for NZ); technical (difficulty of the work); acceptability (of the result for New Zealanders); and practicality (the availability of required resources). The Ministry of Foreign Affairs and Trade (MFAT) represents NZ's international trade objectives on the prioritisation panel. Nevertheless MAFBNZ is very careful in its handling of apparent favouritism of one country/region over another. Available resources are subsequently matched to the highest priority work. Once all Crown-funded resources have been allocated, applicants that have indicated they are willing to self-fund their application are offered the option, in order of priority; but initial trials of this new approach have not been well regarded. It is important to note that IHSs not included on the current two-year work programme must be reconfirmed before they will be reconsidered for the next two-year work programme. This means it is essential to actively engage in the Prioritisation Rounds (and respond to the notified deadlines) as the opportunity to do so only comes once every two years.

Notable PICT MA successes into NZ were made under RMFFP (1990-2000), including access for: papaya, eggplant, breadfruit, mango, pineapple, plantain and two varieties of chilli from Fiji; papaya, breadfruit and eggplant from Samoa; avocado, breadfruit, chilli, eggplant, mango, papaya and tomato from Tonga; and papaya, eggplant, lime, pomelo, lemon, grapefruit, mandarin/tangerine, tangelo, orange, pineapple, cucumber and squash from Vanuatu.

Recently MAFBNZ has published its 2009-2011 IHS Development Programme, separating its Plant IHSs into 'non Pacific' and 'Pacific'. Pacific IHSs expected to be progressed during 2009-2011 include six new commodities, namely: Tahitian lime from the Cook Islands; Polynesian plum or vi from Fiji, Vanuatu, Cook Islands and Samoa; Mexican lime from New Caledonia; Tahitian lime from Samoa; Island cabbage from Tonga, Vanuatu, Fiji and Samoa; and coconut from Tuvalu. There were a further 10 Pacific requests for new IHSs that are '*not* expected to be progressed in the foreseeable future'.

Similar to the Pacific Coordinator position in BSG funded by AusAID during 2007, in the recent past NZAID has supported a position within MAFBNZ intended to facilitate communication on PICT MA issues. PICTs report enthusiastically on the benefits of this position. Responsibility for the position now rests with MAFBNZ, which has confirmed baseline funding for a Senior Adviser, Plant Imports (Pacific) within the Border Standards Directorate. The position has been filled since February 2008.

In June 2008 MAFBNZ established a working group, the MAFBNZ Pacific Forum, to prepare a 'MAFBNZ Pacific Strategy'. The working group coordinates the implementation of the strategy

which has two stated thrusts: (i) decreasing the biosecurity risks to New Zealand associated with trade with PICTs by pushing that risk off-shore; and (ii) providing input into sustainable TA projects to improve the biosecurity, and trade opportunities of PICTs. The strategy makes mention of the establishment in 2007 of the full time position within MAFBNZ dedicated to addressing Pacific Island IHS requests, and acknowledges the need to develop more sustainable engagement with countries to which NZ has special obligations. Whether this translates into more favourable treatment of PICT MA requests remains to be seen.

1.4 MAFBNZ Clearance Service

Formerly known as the MAF Quarantine Service, the MAFBNZ Clearance Service is responsible for inspecting imported consignments to check compliance with IHSs. The inspection regime required on arrival in New Zealand is specified in the relevant IHS. PICTs face similar difficulties in dealing with the NZ Clearance Service as noted previously for AQIS.

1.5 Food safety responsibilities in Australia and New Zealand

In addition to the biosecurity/quarantine standards that may apply to imported products, FS-related standards also apply to imported food and beverage items of animal or plant origin. These are particularly relevant in relation to processed product and MRLs on fresh product. International FS standards are set by the Codex Alimentarius Commission and commonly referred to as the Codex standards. In general, Codex standards specify the requirements for food and beverage items imported into Australia and NZ. In NZ, the NZ Food Safety Authority (NZFSA), formerly part of MAF, sets policies, criteria and procedures to monitor the safety of imported food for human consumption. NZFSA now works closely with Food Standards Australia New Zealand (FSANZ) in the development of new food standards with particular attention given to food composition and labelling. [FSANZ](#) (formerly the Australia New Zealand Food Standards Authority) develops food standards (primarily composition and labelling) for food sold in New Zealand and Australia. The 'product' from this arrangement is a joint [Australia New Zealand Food Standards Code](#) that has replaced the New Zealand Food Regulations made under the New Zealand Food Act 1981, and the Australian Food Standards Code.

1.6 Biosecurity, quarantine and food safety organisations in other importing countries

The institutional set-up governing MA for agricultural and horticultural products into countries other than Australia and NZ is broadly similar to that outlined above. There is a clear perception among PICTs of the relative ease of dealing with the regulatory agencies of various countries. Japan is considered the easiest country to deal with in a regulatory sense, followed by the US, NZ and then Australia respectively. The relative ease of dealing with agencies may be attributed, in part, to the quarantine status of the respective countries. However, in many instances an unwillingness or inability to engage or communicate to resolve MA issues is cited.

2. PICT GOVERNMENT AGENCIES WITH MARKET ACCESS RESPONSIBILITIES

MA responsibilities within PICTs generally sit within the Quarantine Departments/National Plant Protection Organisations (NPPOs) of the Ministries of Agriculture. The names of these institutions vary between PICTs. They have a range of common roles including prioritisation of MA requests, development of MA submissions, bilateral negotiation of MA agreements, and implementation of stipulated export protocols. The Quarantine Departments and national R&D

providers fill an important role in the development of pest lists and various other R&D activities required to gain, maintain or improve MA. The ability of the PICT Quarantine Departments to manage MA issues for high-value agricultural and horticultural products is generally low. In addition, their ability to manage biosecurity operations (monitoring and surveillance for exotic pests and diseases, and incursion responses), which is closely related to and often underpins MA, is also considered to be generally low.

3. INDUSTRY ASSOCIATIONS AND COMMUNITY GROUPS

Formal representation of industry interests through industry associations and community groups is a critical element of industry development. An important function of these organisations is to provide an interface between producers and government in relation to driving the MA process, including identification of MA priorities; implementation of requirements to maintain MA in line with agreed access protocols; and development and implementation of industry/product standards. A range of representative organisations and community groups exists in target PICTs, but composition, function and effectiveness is highly variable. Most comprise a grouping of key agricultural growers and/or exporters; but many are poorly organised, have relatively limited capacity, and demonstrate a weak relationship with government.

The inability of PICT government agencies to progress MA issues that are considered important by industry has been a source of considerable frustration and a catalyst for the formation of industry representative associations and groups in many cases. In some instances associations – and even individual growers or exporters – have, out of frustration, attempted to bypass the relevant government agency responsible for MA issues and deal directly with importing country regulatory authorities. There is an increasing reluctance on the part of importing country agencies to deal in any way other than government-to-government, and in the long run the approach will prove counterproductive. This reinforces the need for industry to be formally organised and to develop an effective working relationship with relevant PICT government agencies. Establishing this relationship is a key objective of PHAMA.

Whilst there is frustration at the current state of MA there is also optimism (in some cases excessive optimism) within most industry groups that good potential for new markets exists. There is also a determination to ensure that industry becomes a key partner with government in the pursuit of improved MA arrangements. However, the time and resources required to co-ordinate activities and work with government, and due recognition by government that industry has a valid role to play, are key constraints on industry participation.

4. SECRETARIAT OF THE PACIFIC COMMUNITY¹

Negotiating market access is a sovereign responsibility that lies with PICT governments. Other aspects related to obtaining, maintaining and improving market access (such as implementation of agreed market access protocols, R&D, training, development of pest lists and animal and plant health status-related databases, and extension) are provided in varying degrees by national government agencies and by SPC-LRD which has a mandate to help ‘increase trade by building trade capacity and strengthening PICT biosecurity services in the region’. In effect, the regional mandate of SPC recognises that technical capacity supplementation is a necessity for many

¹ The role and function of SPC in relation to providing regional biosecurity and quarantine services is further detailed in Appendix 6.

PICTs. The smaller PICTs in particular will always lack the skills and capacity to address biosecurity issues and progress MA arrangements on their own, and are therefore likely to remain dependent on SPC's assistance, or support from other 'third party' service providers, in the longer term.

4.1 Organisational Structure and Objectives

SPC, formerly known as the South Pacific Commission, was founded in 1947 with the aim of promoting and advancing the social and economic development and well-being of Pacific Island Peoples. Core functions include capacity building, resolution of cross-boundary issues and technical capacity supplementation. The organisation is currently divided into three divisions: Land Resources, Marine Resources and Social Resources. In early 2010, SPC will absorb the energy programme of the Secretariat of the Pacific Islands Applied Geoscience Commission (SOPAC) and merge with the South Pacific Board for Educational Assessment (SPBEA), at which time three additional divisions will be formed: Economic Development; Science and Technology; and Educational Assessment. SPC is headquartered in Noumea, has regional offices in Fiji and the Federated States of Micronesia, and 14 field offices located throughout the Pacific Region. It is funded by a broad range of donor organisations, with the bulk of funding being project-tied.

The Land Resources Division (LRD) has three main objectives: (i) improved food and nutritional security; (ii) integrated and sustainable agricultural and forestry resource management and development; and (iii) improved biosecurity and increased trade in agriculture and forestry products. It is organised into seven thematic and three support groups.

Regional biosecurity and trade facilitation services are delivered mainly through the Biosecurity and Trade Facilitation Group (BAT), which will be a key player in the implementation of PHAMA. BAT aims to: (i) facilitate trade and tourism while minimising the threat to biological diversity, agricultural production, food security and public health from exotic pests and diseases; (ii) serve as secretariat to the Pacific Plant Protection Organisation (PPPO); (iii) strengthen national capacity to undertake economic and financial analyses of opportunities for increased domestic and export trade; (iv) develop and promote sustainable and efficient post-harvest technologies; (v) improve administrative frameworks for effective delivery of biosecurity services; (vi) develop emergency response and contingency plans for pest incursions and outbreaks; and (vii) conduct surveillance and monitoring of quarantine pests including fruit flies¹.

Other more science-oriented thematic groups of LRD also play an important role in relation to delivery of SPC's regional biosecurity and trade facilitation services. In particular, the specialist plant protection scientists and veterinarians of the Plant Health and Animal Health and Production Groups assist PICTs by undertaking regular surveys of plant pests and animal diseases; updating and managing pest and disease lists; maintaining information databases such as the Pacific Pest List Database; sourcing or producing and distributing publications and other information resources on plant and animal health status; and supporting and building the surveillance and diagnostic capacity of national biosecurity (quarantine, plant and animal health) personnel.

Biosecurity and trade facilitation services related to coastal fisheries remain the responsibility of SPC's Marine Resources Division; with responsibility for oceanic fisheries resting largely with the Pacific Islands Forum Fisheries Agency (FFA).

¹ Specific SPC-LRD outputs relevant to PHAMA to which BAT currently contributes, and current activities in line with these outputs, are further outlined in Appendix 6.

4.2 Staffing

BAT currently has five staff (a Biosecurity and Trade Facilitation Adviser, Biosecurity and Trade Facilitation Officer, a Biosecurity Technician, a Biosecurity Information Facility (BIF) Technician, and a Biosecurity Assistant as the helpdesk person) as well as access to about 20 relevant professional staff in the Plant Health (8) and Animal Health and Production (12) thematic groups. All of the BAT staff positions are project-funded, with funding for all positions due to finish by mid 2010. In contrast, the Adviser positions in the Plant Health and Animal Health and Production thematic groups are presently core-funded positions. BAT and the Plant Health thematic groups are also faced with recruiting professional staff to fill a number of key positions that have been recently vacated and/or will shortly be vacated.

4.3 Funding

Funding for the 2009 BAT workplan amounts to just over 800,000 AUD, from a range of donors. The funding is entirely project tied, with no core funding. Most funding allocations are one-off allocations or are due to phase out by mid-2010 – in effect, until PHAMA (and two other programs under preparation) are confirmed and commence, funding for BAT activities dries up from June 2010.

Major projects managed by LRD in which BAT (or equivalent) has played or is playing a role include the Project on the Regional Management of Fruit Flies in the Pacific (RMFFP, 1990 to 2000); Pacific Regional Economic Integration Project (PACREIP, 2004 to June 2010); the Regional Trade Facilitation Programme (RTFP, 2004 to 2009); the Plant Protection in the Pacific Project (2002 to 2008), and Facilitating Agricultural Commodity Trade (FACT, 2008 to 2012)¹. It is also involved in a range of smaller activities.

There are two projects soon to be implemented in which BAT will or may be expected to play a significant role. One, to be implemented by SPC, builds on FACT (FACT II, 5 year program beginning 2010). The second, the Pacific Regional Aid-for-Trade Technical Assistance Program (PRAfTAP, 2010 to 2014) is the successor to PACREIP. From project proposal documentation available in late August 2009, it appears that both these projects are likely to support areas of activity allowing the continuation and expansion of some of BAT's core biosecurity and trade facilitation work. Some ambiguity remains however, with the designs yet to be finalised and approved.

5. OTHER REGIONAL ORGANISATIONS

5.1 Pacific Plant Protection Organisation (PPPO)

The PPPO was founded in October 1994 as one of the Regional Plant Protection Organisations under the International Plant Protection Convention. All Members of the Pacific Community (27 in total, including 22 PICTs and 5 founding members) are Members. PPPO exists to provide advice on phytosanitary measures in order to facilitate trade without jeopardizing the plant health status of the importing Members and countries. It is responsible for co-ordinating harmonization of phytosanitary measures in the Region; fostering co-operation in plant protection and other phytosanitary matters among and between Members and countries and organisations outside the

¹ Additional detail is provided on these activities in Appendix 4.

Pacific region; and acting for Members in developing contacts with, and where appropriate providing input into, other global and regional organisations that have authority in such matters.

The LRD of SPC is designated to be the PPPO's Secretariat and run the day-to-day affairs of the organisation. As such, LRD is required to pay particular attention to ensuring that the views and concerns of Pacific members are adequately taken into account in the development and implementation of global phytosanitary measures. The PPPO should be a key player in driving regional MA issues and promoting regional trade. However, the level of effectiveness in these areas is limited by resource and human capacity issues common to many other key PICT institutions. Ongoing funding for SPC to provide Secretariat services is also an issue.

5.2 Pacific Islands Forum

The Suva-based Pacific Islands Forum (PIF), formerly known as the South Pacific Forum, is now recognised as the premier regional policy-making body of the self-governing states in the Pacific. It comprises the heads of government who meet annually to develop collective responses to regional matters, including economic development and trade. The Forum's administrative arm is known as the Forum Secretariat (PIFS). In contrast, SPC is a technical, non-political organisation that provides advisory and consultative services to its 27 members and facilitates co-operation with regional and international organisations.

5.3 Pacific Islands Trade and Investment Commission (PITIC)

PITIC is the international agency of the PIFS. It has four overseas offices (in Australia, NZ, China and Japan)¹, funded by the respective countries in which they are located. It aims to contribute to sustainable economic advancement of PIF countries by supporting private sector development in the region. PITIC works closely with a network of government, peak industry bodies and non-government agencies to deliver a range of practical trade, export, tourism and investment support services to businesses in the Pacific region, similar in many ways to those that might be provided by a Trade Commission. The different PITIC offices have a slightly different focus depending on their individual strategic plans. These functions can include provision of market assessment and development services for 'export ready' companies; trade promotion activities; and identification of possible importers/import country development partners. In the future it is possible that the PITIC network will be expanded to include India, Taiwan, and Europe.

Utilisation of PITIC resources by agricultural and horticultural export industries is generally uncoordinated and lacks strategic focus. PHAMA could help to provide this additional focus based on the clear identification of priorities assessed to have greatest merit, linked with a formal program of activities to gain, improve and maintain access for these priorities. Depending on strategic direction and capacity, the PITIC offices could be valuable partners in carrying out export market assessments and feasibility studies, and in providing support to new exporters entering new markets.

5.4 Pacific Islands Private Sector Organisation (PIPSO)

PIPSO, established in 2006 under PIFS, aims to facilitate policy dialogue (including trade dialogue) within the private sector at a regional level. PIPSO members include peak National

¹ Various labels for PITIC (Sydney and Auckland); Pacific Information Centre (Tokyo); and PIFTO (Beijing).

Private Sector Organisations (NPSOs) for each of the 14 forum island countries (usually the National Chambers of Commerce). To date agriculture and horticulture have been poorly represented within these higher-level fora. The efforts of PHAMA will directly improve the articulation of agricultural and horticultural MA issues, which should provide an important input to the ongoing trade dialogue efforts of the NPSOs and PIPSO.

APPENDIX 4

RELEVANT DONOR-FUNDED PROGRAMS AND PROJECTS

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
Project on the Regional Management of Fruit Flies in the Pacific (RMFFP)	- FAO, AusAID, UNDP and SPC – Phase 1 (1990-1993); AusAID, UNDP, NZ Government – Phase 2 (1994-April 1997); AusAID, UNDP, NZ Government – Phase 3 (May 1997-December 2000). - Phase 1 US\$0.86m; Phase 2 US\$1.15m and Phase 3 US\$1.77m 1990 to 2000. - Executed by national government agencies.	- Phase 1: Fiji, Cook Islands, Western Samoa, Tonga - Phase 2: Four countries included in Phase 1 PLUS the Federated States of Micronesia, Solomon Islands and Vanuatu - Phase 3: 22 Pacific Island Countries and Territories (PICTs)	Aimed to ameliorate the problem of fruit flies, initially to develop export markets for locally grown fresh produce by (i) upgrading technical knowledge about fruit flies and ensuring that plant protection, quarantine, and private sector personnel understood the impact of fruit flies on the production and export of fresh fruit and vegetables, (ii) reducing the extent of fruit fly damage in fresh fruit and fleshy vegetables caused by fruit flies, and strengthening the capacity of quarantine services and the private sector to overcome quarantine restrictions imposed by importing countries on Pacific island exports of fresh fruit and fleshy vegetables.	- Good example of the benefits of a more product focused approach rather than a generic capacity-building approach. - Maintaining and establishing new export markets of fresh fruit and fleshy vegetables through PHAMA requires maintenance of the fruit fly surveillance system(s) established as part of the RMFFP.
Pacific Agreement on Closer Economic Relations – Regional Trade Facilitation Programme (PACER-RTFP)	- Australia and New Zealand - New Zealand has committed to providing \$1m over three years. 2004 to 2009 - The quarantine component of the RTFP is executed by SPC's Land Resources Division, Plant Health, Animal Health and Biosecurity and Trade Facilitation thematic teams.	Forum Island Countries (FICs)	- The Pacific Agreement on Closer Economic Relations (PACER) FICs and Australia/New Zealand recognises that trade can play a crucial role in promoting economic growth. - RTFP includes several components designed to promote trade and address some of the constraints to increased trade in the region. - RTFP seeks to build national knowledge and capacity in quarantine, customs and product standards and conformance. <i>Note:</i> Although not funded under RTFP, SPC in partnership with Fiji MoA has developed SPS export commodity pathway systems to facilitate the trade of fresh commodity exports. This has included the development of training materials, the training of farmers, exporters, extension and quarantine officers.	- With PACER-RTFP concluding at the end of 2009, any direct linkage to PHAMA is likely to be through PACER-Plus. - Possibility of unutilized NZAID budget allocations to RTFP that could rolled into PHAMA????
PACER-Plus		FICs, Australia and New Zealand	PACER envisages the development of a trade and economic agreement between Australia, NZ and FICs. This new agreement called PACER-	PACER-Plus is expected to include individual schedules of commitments and tailored trade development assistance taking into account the

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/ Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
			Plus, includes trade capacity building and trade development assistance to strengthen PICTs ability to trade.	particular circumstances of each country. As such, PHAMA and PARDI could be considered such commitments.
Centre for Import-Export Technical Facility (IMPEXTEK)	• PPPO initiative funded under PACER-RTFP • More-or-less supported through PACER-RTFP and EU-PPP • 2005 to 2009 • Implemented by the Biosecurity and Trade Support (BATS) component of SPC's Land Resources Division	• 22 PICTs of Melanesia, Micronesia and Polynesia	• Establishment of a helpdesk facility with the objective to assist PICTs with technical advice and support on (i) import risk analysis and development of national import conditions/protocols, (ii) export/market access facilitation, and (iii) general biosecurity and biosecurity related trade matters.	• PHAMA will pick up the funding of some of these on-going regional functions.
Pacific Regional Economic Integration Project (PACREIP)	• European Commission • €9.2m plus €2m top up funding was approved in March 2006 • 2004 to 2009, extended to June 2010 • Implementing agencies are the Pacific Islands Forum Secretariat (PIFS), the South Pacific Tourism Organisation (SPTO), SPC and the Secretariat of the Pacific Regional Environment Programme (SPREP).	• Pacific ACP countries	• The overall objective of PACREIP: the sustainable development of the Pacific ACP economies as an economically integrated region. Furthermore, Pacific ACP countries accept that an integrated regional approach is the most effective strategy for engagement in the global economy. As a first step towards a more comprehensive integration, the Pacific ACP countries have established the Pacific Island Countries Trade Agreement (PICTA), providing for free trade in goods. • PACREIP supports regional economic integration of the Pacific ACP economies in two important ways: (i) consolidation of the Pacific ACP economies as an integrated regional unit through the establishment of a free trade area covering the Pacific ACP countries, and (ii) engagement of the Pacific ACP countries as a regional unit in the wider regional and global processes, including the negotiation and subsequent operation of trade with developed country partners such as the EU, and also in multilateral negotiations at the WTO.	• PHAMA will promote increased regional trade in high value agricultural products under the PICTA framework. • Possible linkage in relation to negotiation of regional trade access mechanisms.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
Pacific Regional Aid-for-Trade Technical Assistance Programme (PRAfTAP)	- European Development Fund - US\$18.6m 4 years commencing in early 2010 - Pacific Island Forum Secretariat (PIFS)	Pacific ACP States (PACPS), i.e. all 14 FICs plus Timor Leste	- PRAfTAP is a follow-up program to PACREIP - The overall objective of PRAfTAP is to contribute to the economic integration and sustainable development of the PACPS through AfT initiatives, and to improve the livelihoods of the people in the Pacific through the increased regional economic integration and expanded trade and investment opportunities. - Specifically, PRAfTAP is to strengthen the institutional and human resource capabilities of the PACPS to formulate and coordinate trade strategies, trade policy and regulations; to effectively participate in the multilateral, regional and bilateral negotiations; to promote the private sector participation in trade and investment and to benefit from AfT initiatives in the Pacific.	- PHAMA will promote increased regional trade in high value agricultural products under the PICTA framework. - Like PACREIP, possible linkage in relation to negotiation of regional trade access mechanisms. - PRAfTAP and “FACT II” (see below) relate to strengthening national capacity to comply with international standards and other technical and SPS requirements and/or improving market access for PICTs’ exports of farmed and natural resources. As such, both PRAfTAP and “FACT II” are likely to support areas of activity in SPC’s BAT that complement PHAMA’s Component 4 activities. Component 4 design will be reviewed once the PRAfTAP design is finalised to ensure that no duplication occurs.
Plant Protection in the Pacific Project (EU-PPP) and ADDPIC [funded by two different financing agreements but operated as one project]	- European Development Fund - EU-PPP – duration of 4 years with funding of €4.3m (ACP: €3.2m; OCT €1.1m) starting 2002; ADDPIC – duration of 4 years with funding of €1.5m starting March 2004 to be finished by 31 December 2007 but extended to 31 December 2008. 2002 to 2008 collectively. - Implemented by the Secretariat of the Pacific Community (SPC)	8 Pacific ACP countries (Fiji, Kiribati, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu and Western Samoa) and three Overseas Countries and Territories (OCT) in a special relationship to EU member states (French Polynesia, New Caledonia and Wallis and Futuna). ADDPIC project was to cover the 6 new ACP countries – Cook Islands, Federated States of Micronesia, Republic of the Marshall Islands,	- The EU-PPP Project supports the plant protection and quarantine departments of eight Pacific ACP states and three OCT territories. It aims to facilitate quality food production and trade by minimizing pests. It provides technical advice, training, equipment, biocontrol, identification and information services. - The main objective of SPC’s “Biosecurity” component of the EU-PPP Project is to support the establishment of effective and sustainable quarantine services in the region. It involves working closely with the national quarantine services of the PICTs and focuses on the areas of compliance with international Phytosanitary standards, capacity building, strengthening and harmonisation of quarantine laws, emergency response planning for pest outbreaks, and increasing awareness of quarantine requirements amongst traders and the travelling public.	PHAMA will directly build on the national-level capacity developed under the PPP Project, as well as regional capacity developed within SPC BAT.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/ Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
		Nauru, Niue, Palau.		
Facilitating Agricultural Commodity Trade (FACT) Project	• EC, SPC and PICTs and Private Sector • €4.2m (EC €4m, SPC €150,000, PICTs and Private Sector €75,000) • Phase 1 – 2008 to 2012 (likely to be extended for an additional five years) • SPC Land Resources Division.	• 14 Pacific ACP states.	• The FACT Project will contribute to increased trade by Pacific ACP states (PACPs) by supporting enterprises within the existing commercial farming and forestry sector. • The aim of the FACT Project is to assist selected commercial ventures and producer groups to become export-oriented, market-driven enterprises that consistently supply overseas markets with competitive products. • FACT is involved with 14 enterprises (including cooperatives of farmers which cover small holders as well as processing facilities) selected for their export growth potential based on commercial criteria following a survey of the 14 PACPs. Remedial technical and financial support by the FACT Project of each enterprise will be based on deficiencies in the enterprise supply chain determined by detailed systems analysis conducted by independent agricultural production and marketing analysts..	• PHAMA provides a potential mechanism for addressing technical market access issues that may arise in relation to the particular products/enterprises being developed under FACT.
Enhanced Sustainable Livelihoods Through Facilitating Increased Trade and Product Diversification (referred to as “FACT II”)	• EC plus co-financing. • €13m (EC €9m, Co-financing €4m) • Five-year program beginning 2010 • SPC Land Resources Division, assisted by SPC’s Marine Resources Division. Implementing partners are PIFS, PIPSO, PITIC and FAO.	• Pacific ACP states and OCTs	• Builds on the FACT pilot project. • The objective is to facilitate an increase in consistency, quality, quantity and diversity of agricultural, forestry and aquaculture exports from Pacific ACP states and OCTs through improved production, processing and value adding practices, sanitary and phytosanitary (SPS) standards compliance, product and market diversification. • Among other matters, the project is expected to strengthen national capacities (through capacity building and capacity supplementation) of Pacific ACP states, OCTs and export enterprises to comply with international and other relevant	• PHAMA provides a potential mechanism for addressing technical market access issues that may arise in relation to the particular products/enterprises being developed under FACT. • PRAfTAP and “FACT II” also relate to strengthening national capacity to comply with international standards and other technical and SPS requirements and/or improving market access for PICTs’ exports of farmed and natural resources. As such, both PRAfTAP and “FACT II” are likely to support areas of activity in SPC’s BAT that complement PHAMA’s Component 4 activities. Component 4 design will be reviewed once the “FACT II” design is

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
			SPS standards.	finalised to ensure that no duplication occurs.
Pacific Agribusiness Research for Development Initiative (PARDI)	• Australia • Approximately A\$12 million, including postgraduate training components • Initially 4 years • Funded and implemented by the Australian Centre for International Agricultural Research (ACIAR)	• Particular focus on Solomon Islands, Fiji, Samoa, Vanuatu, Tonga and Kiribati	• PARDI seeks to improve product competitiveness and market access to increase economic growth for the benefit of smallholder farmers and traders in the region. • Unlike PHAMA, PARDI is to focus on research designed to underpin the development of targeted high-value agriculture, fisheries and forestry value chains. • PARDI will foster resilient and sustainable supply chains through consistent production (quantities and timeliness) at affordable input costs and consistency of product quality, for a targeted number of products that have profitable or potentially profitable domestic and export markets. • PARDI will follow a highly targeted approach aimed at improving supply chain competitiveness for <i>highest priority</i> agricultural (including horticultural, fisheries and forestry) products into specific markets.	• PHAMA provides a potential mechanism for addressing technical market access issues that may arise in relation to the development of particular supply chains under PARDI. • PARDI and PHAMA are therefore highly complementary programs.
Samoa Quarantine Improvement Project (SQIP)	• AusAID • A\$5.4m • 2001 to 2006 • Quarantine Division, Ministry of Agriculture, Forestry, Fisheries and Meteorology/AMC: URS Australia Pty Ltd	• Samoa	• SQIP was designed to address the need for technical institutional strengthening of the Quarantine Division within the Ministry of Agriculture, Forestry, Fisheries and Meteorology. • SQIP is reported to have successfully delivered a number of interventions, including those that have strengthened the management capacity of the organisation, encouraged and cemented the recruitment of young graduates with science based qualifications, enhanced the knowledge, abilities, skills and hence confidence of Quarantine Division staff, developed technical and procedural systems and manuals that will facilitate ongoing consistent operations,	• PHAMA will directly benefit from and build on the capacity developed through this project.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/ Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
			provided staff with the skills and expertise to effectively engage stakeholder and client consultations and facilitated significant public awareness activity.	
Private Sector Support Facility (PSSF) in Samoa	- NZAID, UNDP - NZ\$0.6m year for 5 years allocated as Category A (SAT\$20,000-50,000 for up to 2 years) or Category B (SAT\$1,000-20,000) grants. 2008 to 2012 - Small-medium sized private sector businesses.	Samoa	- The ultimate objective of private sector development for Samoa is trade. Improving trade performance is expected to directly contribute to improving livelihoods and the quality of life of Samoan citizens. - The Private Sector Support Facility (PSSF) is to combine several previous funds supporting the private sector economy of Samoa, including the <i>Tourism Support Fund</i> (TSF), the <i>Private Sector Support Allocation</i> (PSSA) and the <i>Structural Adjustment Facility</i> (SAF). The PSSF aims to support proposals that are likely to have a strong economic impact for Samoa by way of grants as well as a series of Business Forums run by the private sector for the private sector. The dominant focus is on small to medium businesses employing and/or engaging the private sector economy. Target groups of the PSSF include (i) manufacturing and exporting, (ii) tourism, and (iii) producers groups.	PHAMA provides a potential mechanism for addressing technical market access issues that may arise in relation to the development of particular products/enterprises under PSSF.
All ACP Agricultural Commodities Programme (AACP)	- EU-funded, working with five other international partner organisations namely, CFC, FAO, ITC, UNCTAD and the World Bank. €45 million. - September 2007 to 2010.	A February 2008 workshop in Apia, Samoa was the first of six sub-regional “kick-off” workshops that AAACP is to convene in the African, Caribbean and Pacific sub-regions.	AACP aims to improve incomes and livelihoods of agricultural producers in Commodity Dependent Developing Countries within the ACP Group of Countries. It supports the participatory formulation of commodity chain strategies, sustainable commodity production and related policy development, access to regional and international markets, crop and market diversification, access to market-based commodity risk management instruments and, cooperation with donors to advance commodity strategies.	PHAMA provides a potential mechanism for addressing technical market access issues that may arise in relation to the development of particular value chains targeted under AACP.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
Fiji Papaya Project (part of the All ACP Agricultural Commodities Programme – Project GCP/INT/045/EC)	• EU-funded, with technical support from FAO. • Koko Siga (Fiji) Ltd.	• Fiji	• Activities making up this project are designed to integrate small farmers into the value chain for “Fiji Red” papaya and thus improve the industry’s competitiveness and increase the volume of produce sourced from small farmers.	• Papaya is a likely target product for PHAMA in Fiji.
Enterprise Challenge Fund (ECF) for the Pacific and South-East Asia	• AusAID • Grants of between A\$100,000 to A\$1.5m with the lead bidder contributing a minimum of 50% of the project costs; total AusAID funds A\$10m. • 2007 to 2010. • For-profit private sector businesses (NGOs and other groups may be partners in a consortium led by a for-profit business).	• Phase 1 (beginning September 2007) calls for applications for grants from Fiji, Indonesia, Papua New Guinea and southern Philippines. • From March 2008 projects are being considered in Fiji, Papua New Guinea, southern Philippines, Vanuatu, Solomon Islands, Cambodia, Lao PDR, East Timor and selected provinces in Indonesia. • Projects can be led by for-profit businesses from any country, provided they have registered business entities in the target countries.	• The goal of ECF is to encourage private sector-led growth which will help reduce poverty. • Aimed at helping the private sector develop commercially successful ventures that otherwise will not get the chance to go to market.	• No direct linkages. PHAMA may provide improved market access for businesses applying for ECF development grants.
Regional Programme for Food Security (RPFS) in the Pacific	• Italian Government’s contribution to FAO’s Trust Fund for Food Security and Food Safety. • 2006-2010 for the expansion phase of the programme which	• FICs – Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Papua New Guinea,	• Designed to enable FICs to increase efficiency and sustainability of agriculture, improve food security and health, to facilitate trade in agricultural products and decrease impact of natural disasters.	• No direct linkages. Products/enterprises targeted under RPFS may be able to help inform the selection of target products under PHAMA.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
	began in 2002 with an estimated cost of US\$11.47 million.	Palau, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.		
Stable Exports Fund (STABEX – EU compensatory finance scheme) – Tonga	- European Development Fund (compensatory transfers of funds). - STABEX funds for vanilla, bananas, coconut and other products amount to almost €12 m.	ACP countries.	- STABEX was set up in 1975 (at the time of the first Lome Convention) as one of the instruments of cooperation between the European Community and the ACP States and was likened to “insurance against a bad year”. - STABEX sought to limit, by means of compensatory transfers of funds, the damage resulting from a loss of earnings by ACP countries on exports to the EC of certain agricultural products – losses resulting from a fall in export prices and/or a fall in the quantities exported. - Compensatory transfers of funds not used as they were meant to be in Tonga, and although frozen, accumulated. Now to be used for projects associated with post harvest processing and husbandry of agricultural products.	Unutilised STABEX funds in Tonga, already earmarked for export facilitation activities, could be utilized to address critical export infrastructure constraints (e.g. fumigation facilities, sanitary port handling facilities) that will also be central to successful implementation of PHAMA.
Vanuatu Agricultural Security (Quarantine) Project	- Ministry of Foreign Affairs and Trade (New Zealand) - NZ\$2.8m - November 1994 to November 1999 (with a Continuing Links Phase January 2000 to June 2001). - Lincoln International was the management services contract.	Vanuatu	- Aimed at upgrading plant and animal agricultural security and surveillance procedures in Vanuatu. - The objectives of the project were to assist Vanuatu export animal and plant products and to ensure that domestic agricultural production is protected from foreign pests and diseases.	PHAMA will directly benefit from and build on the capacity developed under this Program.
FST/2004/055: Domestication and commercialization of <i>Canarium indicum</i> in Papua	- ACIAR - A\$0.6m - January 2006 to December 2009 - Agroforestry and Novel Crops Unit, James Cook University	Papua New Guinea, Solomon Islands, Vanuatu	The positive attributes of the canarium nut – a high value, nutritious, premium product with good processing attributes – led to the confirmation of <i>Canarium indicum</i> as a suitable candidate for domestication and commercialisation.	Canarium is a possible target product for PHAMA in Vanuatu and the Solomon Islands.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/ Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
New Guinea			The project therefore aims to seek out, characterise, select and multiply <i>Canarium</i> trees in Papua New Guinea that have superior commercial traits for cultivar development and field tests. It also aims to improve market prospects for these products in Papua New Guinea, Solomon Islands and Vanuatu, deliver selected cultivars and training to the participating communities, and disseminate information to stimulate adoption.	
Development of a hot water dip treatment regime for Fijian taro exports to New Zealand <i>Note:</i> ACIAR is intending to support further research into hot water immersion treatment of root crops	- Pacific Cooperation Foundation (PCF, a charitable trust founded in 2002), Secretariat of the Pacific Community (SPC) 2007 - SPC	Fiji “and elsewhere”	- PCF is currently working with the SPC to trial a new hot water treatment for taro mite which will enable taro from Fiji and elsewhere in the region to enter New Zealand without the need for fumigation after arrival – which is costly and reduces both the quality of the taro and the return to the Pacific exporters. - SPC/CRGA 37 (07) (Committee of Representatives of Governments and Administrations Thirty-Seventh Meeting, Agenda Item 2.2.1 – Land Resources Division <i>Overview Report for 2007</i> refers to “Market access and sources for new products were explored: ... Research to identify a suitable hot-water dip treatment regime for Fiji taro exports to NZ continued, ...”	Insufficient information available at this stage to determine possible linkage. The activity provides a good example of how NOT to design and implement an R&D activity that is intended to address a particular market access issue.
Solomon Islands Rural Development Program (RDP)	- World Bank, as managing donor with European Union and Australia (through RAMSI) - US\$20 million 5-year program that began implementation in 2008. - Managed by the Ministry of Development Planning and Aid Coordination.	Solomon Islands (initially piloted in four provinces – Choiseul, Temotu, Malaita and Western Province but expanding into all provinces in Year 3)	- The objective of the Solomon Islands RDP is to raise the living standards of rural households by establishing improved mechanisms for the delivery of priority economic and social infrastructure and services by the public and private sectors. - Two specific components relate to improving agricultural services and rural business development.	No direct linkages. PHAMA may provide improved market access for businesses applying for Supplemental Equity Facility grants under RDP.

Appendix 4: Relevant Donor-Funded Programs and Projects

Name of Program/Project	Donor, Funding, Duration and Executing Agency	Geographic Focus	Brief Description	Possible Linkages with PHAMA
Solomon Islands Rural Livelihoods Program (SIRLP),	- AusAID - Phase 1 A\$40 million - Two-phase 10-year engagement with Phase 1 (5 years) beginning May 2010 - Component 1 of SIRLP is mainly delivered through local partners and involves four regional Focus Teams, while Component 2 is to be implemented in partnership with the Ministry of Rural Development and Indigenous Affairs (MRDIA) and involves a Rural Development Secretariat.	Solomon Islands	- SIRLP builds off achievements and lessons of the Forest Management Program and the Agricultural Livelihoods component of the Community Sector Program. Essentially it is an expansion of current engagements – the Solomon Islands Forest Management Program II concluding in June 2009 and the Community Sector Program and its Agricultural Livelihoods component scheduled to finish in January 2010 – but with a strong M4P focus. - SIRLP is to integrate with those of the ongoing RDP. - SIRLP uses a strategic approach that integrates both livelihood and business analysis tools to identify innovative investments that sustainably improve livelihoods at the local level.	No direct linkages. In time, PHAMA may provide improved market access for local SIRLP partners.
Productive Sector Growth Support Programme – Phase 1 Vanuatu (PSGSP-P1) <i>Note:</i> Information sourced mainly from Programme Description dated June 2009.	- EC plus other donors – AusAID and NZAID in the first instance. €6.3m (EC €5.5m, AusAID €0.5m, NZAID €0.3m) - Initial 3-year phase (7-year programme in total). - Government of the Republic of Vanuatu (GoV), led by the Department of Strategic Policy, Planning and Aid Coordination (DSPPAC) but with other central and sector ministries, such as the Ministry of Agriculture, Quarantine, Forestry and Fisheries (MAQFF), closely involved.	Vanuatu	- PSGSP-P1 is to increase the effectiveness of public, private and civil society institutions in supporting increased output and reduced inefficiencies in the productive sectors. - Initial interventions are likely to include direct investment in the improvement, expansion and operation of key public services including extension, biosecurity and export inspections and certification, and possibly inter-island shipping.	No direct linkages identified at this stage. Detailed design work on individual components is to be undertaken under the initial phase of the Programme itself.

APPENDIX 5

MANAGEMENT OF MARKET ACCESS ISSUES AND PRELIMINARY WORKSHOP OUTCOMES

7. INTRODUCTION

Market access prioritisation workshops were conducted in Fiji, Tonga and Vanuatu as a pre-start-up activity and as part of the design phase. A workshop was not conducted in the Solomon Islands as the Solomons visit was a pre-design visit (previously conducted in Fiji, Tonga, Samoa and Vanuatu as part of the 2008 pre-design program) to determine the suitability of the Solomons as part of the PHAMA program. The Samoan workshop was not conducted during the design phase of the program because of the earthquake and tsunami that devastated Samoa the week before the workshop was to be conducted. Rather than delay finalisation of the design it was determined that a Samoan workshop would be conducted at a later date (tentatively early 2010, prior to program start up) to ensure that design can be finalised and the program contracted without unnecessary delay.

The workshops provided government and industry stakeholders with an opportunity to:-

- discuss and provide comment on the proposed PHAMA design;
- provide an outline of the current in-country market access processes and issues;
- discuss and provide comment on the proposed PHAMA market access prioritisation process;
- identify and prioritise several key commodities following this prioritisation process;
- develop actions plans for progressing the top 1 or 2 identified market access commodities; and
- discuss and provide comment on the proposal to establish a Market Access Working Group (MAWG) (if not already established) as the national body to consider, prioritise and manage in-country PHAMA program delivery.

Workshop attendees were identified using interview records from the preliminary design phase, in-country information from Post, industry and government. The workshops sought to bring key government and industry market access stakeholders together to develop a partnership approach for the management of market access issues under the PHAMA program.

An outline of the PHAMA design, concepts and methods were provided as an introduction to the workshop and discussed by attendees. Workshop attendees confirmed that industry and government co-operation on market access issues in the past had been variable and ranged from non-existent to minimal; and that a structured and strategic approach to gaining and maintaining markets was generally lacking. There was strong support by all attendees for a focussed and prioritised approach to manage technical market access issues by an in-country co-ordinating body consisting of government and industry members. There was also acknowledgement that technical and secretariat support, provided by PHAMA, would be required to assist the co-ordinating body.

There was strong support for the establishment of combined industry and government market access MAWGs in all countries. There was some concern raised regarding appropriate representation at the workshops and commodities considered as part of the prioritisation process. It was stressed to workshop participants that the initial workshops were merely the beginning of the PHAMA market access process. Further, that future MAWG membership and consideration of commodities were to be determined by the MAWG (with assistance from an in-country secretariat and PHAMA technical assistants (TA)) on an on-going basis. This approach was endorsed and there was agreement that the MAWG membership should be kept at about 10 participants to ensure MAWG functionality and effectiveness.

Attachment 2 provides a summary of workshop outcomes for each country.

8. PROCESS FOR PRIORITISING MARKET ACCESS ISSUES

The prioritisation of market access issues according to a set of criteria based upon a very clear definition of the specific issue/s (new, improved or market maintenance), potential economic returns, capacity to supply, demand within a target country and research and development that may be required is essential to focus scarce market access resources in the exporting country and the regulatory authorities of the target market.

Without clear and relatively stable prioritisation of market access issues the regulatory authorities in the target market may devote resources on access requests where there is no eventual trade (due to lack of capacity to supply or inability of the exporting country to meet SPS requirements) or are unable to complete risk analysis for a specific commodity (this may take 1-5 years dependent upon the associated issues) due to continually changing priorities or insufficient information provided by the potential exporting country. This has often led to inefficient use of importing regulatory authorities resources and frustration by potential exporters due to the time taken to consider their access requests.

The prioritisation process discussed with workshop participants suggested consideration of following principles in deciding priorities (refer Attachment 1):-

- the need for a clear definition of the market access issue (new, improved or market maintenance);
- determination of demand for the commodity in the destination market;
- estimation of perceived benefits to the exporting country economy if markets are established, improved or maintained;
- determination of the current size of the industry and capacity to supply the target market;
- whether air or sea freight would be required and if available;
- determination of the pest and disease status of the commodity;
- identification of any commodity-specific infrastructure constraints to supply the market;
- identification of research and development requirements and costs; and
- estimation of possible timelines for gaining, maintaining or improving access.

The workshops discussed the principles outlined above and applied them to a range of current market access opportunities and issues suggested by participants. This exercise generated considerable discussion to clarify issues and determine priorities. There were many unanswered questions requiring further research. Importantly, some clear and commodity priorities emerged (high, medium and low), determined using the suggested prioritisation criteria and process. Further, there was strong agreement that a prioritisation approach for consideration of market access issues was a valuable tool to efficiently allocate scarce market access resources.

9. PRELIMINARY PRIORITISATION OF MARKET ACCESS WORK

The workshops resulted in the preliminary identification of some clear potential priorities for future market access efforts, and in preliminary workplans detailing what needs to be done to address the particular market access issue/s identified for top priority areas. Worksheets detailing

how the priorities were determined are presented in Attachment 3, and preliminary action plans in Attachment 4. Results are further summarised below.

9.1. Fiji

9.1.1. Products, Issues and Action plans

Fresh ginger, chillies and taro to Australia and canned beef (substituting Fiji beef for NZ beef) were the commodities and markets identified. Ginger and chillies are both new market access requests. A market access request for ginger has been lodged and prioritised by Biosecurity Australia as an 'A' priority. A market access submission is yet to be developed for chillies. Fiji currently has access for Taro and improvements to the market are sought. Canned beef, for regional trade is a market improvement issue.

Ginger

Key elements of the Action Plan include:

- confirmation of the status of work currently being done by BA;
- review the information package submitted to BA to determine any possible gaps and identify additional information that could be relevant;
- decide on a strategy to convince BA to formally commence the IRA;
- summarise the existing policy conditions for ginger exports to other countries to use in negotiations with BA; and
- conduct a scoping study on possible fall-back options for risk management.

The above package of actions was recommended as a pre-startup activity, subject to availability of funds and approval by AusAID.

Taro

Key elements of the Action Plan include:

- conduct a review of existing policy to determine why devitalisation is required by Australian quarantine authorities;
- prepare a formal request to AQIS to clarify why devitalisation is required;
- depending on the response:
 - determine if alternative devitalisation measures are available.
 - Review the literature on taro leaf blight and virus transmission pathways. Confirm the status and distribution of taro leaf blight and viruses in Fiji and Australia (literature review supplemented with survey work if necessary);
- prepare a formal request to AQIS and MAFBNZ seeking species specific information on interception data for organisms found on taro (mite, weed seed, nematode contamination).

Chilli

Key elements of the Action Plan include:

- review the NZ non-host status standard and existing import policy for chilli, and the Asia Pacific Plant Protection Commission (APPPC) regional standard, to determine if additional R&D to prove non host status for fruit fly is required.
- review the APPPC regional standard and determine whether conduct of the additional R&D required is likely to be practical and cost effective;
- conduct market analysis to confirm market demand and financial viability of proposed export trade;
- depending on outcomes of above, develop a market access submission based on the NZ submission, including identification of preliminary risk management measures (acceptance of non-host status for fruit flies).

Beef (processed/canned using local beef as a substitute for imported NZ beef).

Key elements of the Action Plan include:

- conduct analysis to determine the economic benefits and financial viability of substituting NZ beef with local beef;
- determine the availability of suitable diagnostic service providers for BSE testing and the cost.

9.1.2. Key R&D Issues

Ginger

No R&D issues were identified.

Taro

Surveys to determine the status of taro leaf blight and several viruses of possible quarantine concern to Australia may need to be conducted in Fiji. This will assist with discussions on the need for devitalisation of taro.

Alternative devitalisation methods may need to be investigated should Australian disease concerns be proven to be legitimate.

Chilli

Additional non host status trials may need to be conducted if the APPPC regional standard requires a larger sample size than the original NZ standard.

Beef

No R&D issues were identified.

9.2. Tonga

9.2.1. Products, Issues and Action Plans

Tomatoes to New Zealand using dimethoate dipping to manage fruit fly, watermelons to New Zealand under winter window arrangements and processed frozen root crops to Australia and Japan were the commodities and markets identified. It should be noted that Tonga currently has access for tomatoes and watermelons to New Zealand. It is the phytosanitary treatments of dimethoate dipping and export under winter window arrangements that Tonga is seeking approval from NZ for.

Tomatoes

Key elements of the Action Plan include:

- confirmation of the status of current review by Australian authorities on the use of dimethoate dip, the likely outcome and anticipated impact upon the use of dimethoate for commodities for human consumption;
- if the use of the chemical is likely to remain an acceptable treatment method, Tongan quarantine officials to confirm with NZ quarantine officials that this is a priority; and seek inclusion of the issue on the NZ workplan;
- determine current import policies for Australia and NZ using dimethoate dipping and the fruit fly species that are covered by this protocol;
- determine if additional R&D on other fruit fly species present in Tonga is required;
- implement the required R&D on additional fruit fly species;
- upgrade the existing airport facilities to provide for dipping;
- develop and provide dip operator training; and
- develop industry standards, manuals and training for production of suitable tomato varieties.

Watermelons

Key elements of the Action Plan include:

- clarify the research protocol required by NZ quarantine authorities for acceptance of winter window arrangements with respect to fruit fly species of quarantine concern from Tonga;
- review the relevant winter window research that has been previously completed from other countries seeking access into NZ using this risk management strategy;
- Tongan quarantine authorities to confirm that this issue is a market access priority; and seek inclusion of the issue on the NZ workplan;
- develop a market access submission using the Australian winter window submission as template (if appropriate);
- develop the in-field management strategies required to maintain access, including relevant documentation, training materials, training for producers, extension officers and inspectors;
- develop industry quality standards and manuals and provide training.

Frozen root crops

Key elements of the Action Plan include:

- finalisation of market assessments and surveys (including market demand, product and packaging requirements, labelling requirements, product quality standards and financial viability of the proposed market).
- assess future processing facility requirements, including the ability and cost to increase processing and production capacity;
- clarify status of Australia and NZ food safety authorities current review of acceptable cyanide levels for cassava;
- determine a cost effective and efficient service provider for chemical residues and nutritional analysis (determine the feasibility of establishing adequately resourced laboratory facilities in Tonga); and
- develop HACCP¹ based food processing standards and procedures for root crops with associated training in implementation requirements.

¹ Hazard analysis and critical control points

9.2.2. Key R&D Issues

Tomatoes

Research into the efficacy of dimethoate dipping on tomatoes for Tongan fruit fly species may need to be conducted dependent upon fruit fly species that had been investigated previously and responses from NZ regulatory authorities regarding their data requirements.

Watermelons

R&D requirements were identified as follows:

- conduct in field trials to develop procedures to confirm that no infestation of watermelons occurs during the Tongan winter months and possibly conduct climatic trials on Tongan fruit fly species to confirm that they would not be able to survive NZ winter conditions;
- develop in field management systems for fruit flies to meet NZ phytosanitary requirements for ongoing market access and the relevant documentation and training manuals for producers, extension officers and inspectors.

Frozen root crops

R&D requirements were identified as follows:

- finalise market analysis work currently underway; and
- conduct cassava varietal trials to identify low cyanide cassava varieties, if required.

9.3. Vanuatu

9.3.1. Products, Issues and Action Plans

Kava to New Caledonia as dried product and processed canarium kernel into new Asian markets were the commodities and markets identified. Kava was confirmed to be an existing market access issue where improvements in the quality of the kava would help to ensure continued market access. The processed canarium kernel into Asian markets was a new market access request.

Kava

An action plan with timelines was not able to be developed for kava at this stage as it was identified that additional information was required. However, it was agreed that an initial scoping study to be conducted as the next step.

Canarium nuts

An action plan was not determined due to time constraints.

9.3.2. Key R&D Issues

Kava

Conduct a scoping study to investigate the following to assist with project planning:

- possible price incentives/disincentives to promote the production of quality product;
- investigation of the legal/regulatory framework including the Kava Act;
- assess Vanuatu's capacity for carrying out the necessary food quality assessment work;
- assess current industry compliance with the CODEX Kava Standard and any additional measures needed to comply;

R&D requirements were identified as follows:

- develop a system of grower accreditation, audit and verification to ensure production of preferred kava varieties,
- develop a method for processing product that maintains food quality and safety standards and ensures varietal separation;
- determine a cost effective and efficient laboratory service provider for food quality testing work and upgrade Vanuatu resources if viable;
- finalise development of the CODEX Kava Standard to assist determination of whether kava is a food or pharmaceutical product; and
- develop national product standards and associated extension materials for production of high quality kava varieties.

Canarium nuts

Work is currently underway in Australia to determine the composition of the nut and various other nutritional and food safety aspects, financed by AusAID.

Additional R&D requirements were identified as follows:

- develop information packages to assist producers and processors understand and comply with relevant food safety standards;
- develop national product standards and 'Best Practice' codes for harvesting and processing the nuts; and
- develop training and communicate relevant extension materials.

9.4. Samoa

The workshop was cancelled in Samoa due to the tsunami that occurred the week before the workshop was to be conducted. Rather than delay finalisation of the design it is recommended that the Samoan workshop be rescheduled after the PDD has been finalised, but before program startup, possibly in January/ February 2010. This will ensure that design can be finalised and the program contracted in line with the original schedule.

9.5. Solomon Islands

The workshop was not conducted in the Solomons Islands as the Solomons visit was a pre-design visit (previously conducted in Fiji, Tonga, Samoa and Vanuatu as part of the 2008 pre-design Mission). This visit was undertaken to determine the suitability of the Solomons for inclusion within the PHAMA program. It is recommended that a workshop be conducted after design finalisation but before program startup, possibly in January/ February 2010 in conjunction with the re-scheduled workshop in Samoa.

10. PROPOSED INSTITUTIONAL ARRANGEMENTS FOR PROGRESSING MARKET ACCESS

The concept of a MAWG consisting of government officials and industry representatives to prioritise market access issues and act as the in-country PHAMA coordination body, was presented to the workshop. This concept is based on existing examples of similar structures within several successful exporting countries, including Australia, New Zealand and the United States.

It was agreed that MAWG membership will include representatives from relevant government departments with market access responsibilities (e.g. Departments of Trade, Agriculture and Quarantine.), as well as the private sector (e.g. producer organisations, exporters, relevant community groups, Chamber of Commerce). In order to ensure effective operation, the group will be limited to a maximum of 10 members. Members should have a direct responsibility and passion for progressing MA issues. Private sector representatives should be cross-sectoral as far as possible. Additional members with specific sub-sectoral interests or particular expertise will be seconded on an as-required basis.

Government's responsibility to conduct bilateral market access negotiations and industries' operational knowledge and determination to gain and maintain new markets necessitates a partnership approach within the MAWG to ensure successful market access outcomes. Further, it was stressed that PHAMA would seek to utilise existing structures if they are present and suitable for the purpose, rather than establish new working groups.

The concept of a MAWG was strongly endorsed by the workshop members. Non government participants consistently expressed concern at the lack of government and industry dialogue on market access issues.

10.1. Existing Institutional Arrangements

Current institutional arrangements for identifying and progressing market access issues in target PICTs are as follows:

- Fiji has several strong private sector groups seeking to progress market access issues but there is no MAWG in operation;
- The Solomon Islands has several small enterprises seeking to establish export markets but there is no MAWG in operation;
- Tonga has several strong industry groups, the most prominent being GROFED claiming national representation of the horticultural industry. GROFED and the Ministry of Labour, Commerce and Industry have both recently initiated the development of MAWGs along similar lines to those proposed by PHAMA. Both MAWGs are to be chaired by the Minister for Labour, Commerce and Industry; have similar memberships and functions. It was agreed that having two MAWGs operating in parallel would not be appropriate and industry and government should resolve this issue to ensure one body was available for determination of market access issues;
- Samoan — assessment pending.
- Vanuatu has several small enterprises seeking to pursue market access opportunities and a higher level National Trade Facilitation Committee (NTFC) established under PACER-RTFP. However, there is no MAWG in operation. Workshop participants suggested that a MAWG could be established as a working group to the NTFC.

It was agreed by all workshop participants that a MAWG consisting of a small number of government and industry members who have direct market access involvement, provided with secretariat and technical support, would be a very strong mechanism for implementation of the PHAMA program in-country.

10.2. Market Access Working Groups

10.2.1. Role and function

A MAWG will be established in each country where Component 1-3 activities are being implemented. MAWGs are intended to provide a practical working partnership between government and the private sector to manage the resolution of MA issues that are to be addressed by PHAMA. Main responsibilities will include:

- Increasing coordination between government and industry in the management of MA issues.
- Prioritising MA issues to be addressed by the program.
- Developing strategies and action plans to address these priorities, as well as an associated communication strategy.
- Identifying specific MA research and development needs.
- Providing briefings to relevant government agencies and industry on MA issues.
- Identifying and promoting linkages between PHAMA and other government and donor programs.
- Facilitating the mobilisation of government and industry resources in line with identified MA priorities.
- Actively communicating the work of the MAWG to government and private sector partners.
- Promoting successes in advancing MA for priority agricultural or horticultural products and/or establishment of new trade or increasing exports of priority products.

10.2.2. Membership

Membership will include representatives from relevant government departments with MA responsibilities (e.g. Departments of Trade, Agriculture and Quarantine), as well as the private sector (e.g. producer organisations, exporters, relevant community groups, Chamber of Commerce). In order to ensure effective operation, the group will be limited to a maximum of 10 members. Members should have a direct responsibility and passion for progressing MA issues. Private sector representatives should be cross-sectoral as far as possible. Additional members with specific sub-sectoral interests or particular expertise will be seconded on an as-required basis.

Membership should initially be drawn from participants in the pre-startup workshops (see Attachment 2 for details). Additional members should be included if additional skills and representation are required. Membership from specific government departments, industries or relevant community groups has not been specified. Rather, members should have a strong market access focus, drive and enthusiasm. Willingness to devote additional time to MAWG requirements is essential. Since market access tends to be a dynamic and on-going process, additional members with specific skills and expertise should be invited to provide input to the MAWG as required.

10.2.3. Operational guidelines

The MAWGs should meet face to face a minimum of two and a maximum of four times per year. Meetings should be no longer than 1.5 days to allow travelling time for attendees, taking a total of 2 days per meeting out of members' existing work programs. Two of these meetings should occur immediately prior to development of annual work plans and six monthly progress reports by the

PHAMA PMO, to ensure co-ordination of planning and reporting processes from the MAWG level upwards.

A chairperson will be elected by the MAWG. This position may be rotated on an annual basis if suitable MAWG members are available and if annual rotation is desired by the MAWG.

The PHAMA National Market Access Coordinators (NMACs) (see below) will fill the role of Secretary.

Meeting dates will be determined by the Secretary in consultation with members, at least six weeks prior to a proposed meeting. The Secretary will develop a meeting agenda and the relevant meeting papers supporting each agenda item in consultation with the MAWG. The meeting papers and agenda will be distributed to the members two weeks prior to the meeting, where possible.

Each member will have a casting vote on market access issues under consideration. Observers to the meetings and the Secretary will not have voting rights. Recommendations from the MAWG are to be forwarded to the PHAMA PMO which will consider each recommendation (and associated resource requirements) and provide the final endorsement, or request additional information, as required.

The MAWG may consider new market access requests, requests for improvement to existing markets (sanitary or phytosanitary protocols, food quality or food safety issues), research and development issues related to market access, or any other issues thought to be related to technical market access. In instances where the issue is considered beyond the scope of PHAMA or where the MAWG is unable to determine its status, the issue will be referred to the PHAMA PMO for further consideration. Those issues considered to be outside of the PHAMA scope will be referred by the PMO to other programs for assistance, where possible.

10.3. Secretariat support for the MAWGs

PHAMA will provide secretariat and technical support for the operation of the MAWGs through the PMO and the National Market Access Coordinators (NMACs – see section 4.3.1 below). Key areas of support will include general administrative and budget support for the operation of the MAWG; organisation of meetings and agendas; coordination of MA activities being implemented; promoting communication and coordination between members; and provision of technical support to progress identified high-priority MA issues. Ensuring effective communication between group members will be essential, and will form an integral part of a communication strategy to be developed in conjunction with each MAWG on establishment.

10.3.1. National Market Access Coordinators

The NMACs form a critical link in the program management structure. A full-time in-country NMAC will be appointed for Fiji, Tonga and Samoa. One full-time position will be shared between the Solomon Islands and Vanuatu due to the anticipated reduced volume of market access activities in these two countries, at least in the early stages of PHAMA. This part time arrangement for shared secretariat services between the Solomon's and Vanuatu will be revised if required later in the Program. The positions will be funded and co-ordinated by the PHAMA PMO.

Key responsibilities of the NMACs will include:

- Providing secretariat support to the MAWG, including convening and coordinating MAWG meetings.
- Facilitating communication and coordination between MAWG members.
- Providing an operational linkage between the MAWG, the PMO, and SPC.
- Assisting the MAWG with the development of annual workplans, in line with PMO requirements.
- Monitoring the implementation of activities being funded by the program, in line with PMO requirements.
- Coordinating with other MA and supply chain development activities, including other donor-sponsored initiatives.
- Working with emerging exporters of priority products to build capacity and confidence in the dynamics of export procedures.

The NMACs will be locally recruited by the PHAMA PMO under 2-year renewable contracts, and will report to the PMO. Candidates will require good communication skills at industry and government levels and an ability to organise and manage a small group of executive members. Importantly, the NMACs must also have a basic understanding of the technical issues under consideration. Detailed technical knowledge is not expected but the ability to understand and communicate issues to the MAWG, TA staff and the MC will be required.

10.3.2. Secretariat location

The Secretariat will be housed within an appropriate institution in each country, to be finalised pre-startup. Preliminary suggestions regarding location are as follows:

- Fiji – secretariat office to be provided within Nature’s Way Co-operative;
- Samoa – unable to conduct workshop prior to design finalisation;
- Solomons Islands – part time secretariat office to be based in Port Villa;
- Tonga – GROFED have indicated a strong preference for the secretariat to be located within their Nukualofa office;
- Vanuatu – the Department of Trade and Industries, Industries Division expressed interest in and chairing the MAWG.

10.3.3. Operational support

In addition to cover the salary costs of the NMAC positions, PHAMA will provide operational support in the following areas (needs further discussion and refinement):

- Motorcycle; basic office equipment (computer/ printer; modem; software; small photocopier) and basic set of office furniture for each office;
- local transport allowance for the NMACs;
- contribution to office overheads (rental, power, water supply);
- communication costs;
- printing and report preparation costs;
- meeting costs, including direct travel and accommodation allowances.

Operating budget will be held by the NMAC on behalf of the PMO. TA contracts and budget will be managed directly by the PMO, in line with priorities established by the MAWGs and endorsed by the PMO.

ATTACHMENT 1: MARKET ACCESS PRIORITISATION QUESTIONS AND EXPLANATORY TEXT PROVIDED AT WORKSHOPS

High, medium and low – may be used for preliminary prioritisation where data is not immediately available for questions requiring numerical values. Further detailed analysis and data may be required in cases where priorities cannot be determined using high, medium and low descriptors.

Brief explanation of prioritisation questions

Commodity – provide a clear description of the commodity. Species, variety (if applicable), physiological state (if applicable).

Commodity condition and market destination – fresh, semi processed, processed and the target market?

Is new or improved market access being sought?

If improved market access what is the market access issue that needs to be addressed? – provide a clear explanation of the issue (changed destination import conditions, negotiation of a new treatment protocol etc).

Present economic significance of exports of the commodity? – are there existing exports of this commodity, if so what is/are the value/s?

What are domestic production volumes? – are figures available?

Is there demand in the target market? – has market research been conducted?

Is the proposed trade financially viable? – will expected market returns provide sufficient profit for industry?

Is there sufficient production capacity to supply the export market? – is there sufficient production capacity or is production able to expand to meet new market demand?

Are there industry-specific infrastructural requirements/ constraints to supply the target market? – must be industry specific rather than broad infrastructure requirements.

What is the estimated cost to address infrastructure restraints (if required)? – provide cost estimates of required infrastructure.

Are quarantine measures likely to be required for pests and diseases associated with the commodity? – is there a pest and disease list, if so what are the likely management measures required by the target market?

Are there any accepted management measures available for these pests? – is there existing policy or treatments that can be used to manage the identified pest and disease issues?

Are there any food safety issues? – provide a clear description of any food safety issues including possible chemical residue issues.

Are there accepted ways to address these food safety issues? – is there existing policy or data to address the identified food safety issues?

Are there product quality standards that need to be addressed? – provide a clear description of any food quality issues.

Is R&D required to address quarantine, food safety and product quality issue(s). – provide a description of R&D required, cost and time estimates.

Is the R&D realistically doable? - R&D cost and time estimates must be realistic and achievable (are there service providers to do the R&D?)

Will there be beneficial impacts for vulnerable groups such as rural households and women? This may be the basis of ensuring access to PHAMA activities to vulnerable groups for example, women may be concentrated in particular sectors in different countries.

Is the request supported by government? – government support for determined market access priorities is crucial to achieve and maintain market access goals.

Is there private sector interest in exporting? – industry determination to achieve and develop market access priorities is essential for successful market access outcomes.

What priority does the Working Group give this market access work? – the working group to determine a priority rating (high, medium or low) for each commodity given the available information. If additional information is required to reasonably determine a priority the working group should highlight the specific information required.

**APPENDIX 5
ATTACHMENT 2**

WORKSHOP SUMMARIES

APPENDIX 6

ROLE OF SPC IN PROGRAM IMPLEMENTATION

COMPONENT 4 SPECIFICATION

1. SPC'S ROLE IN RELATION TO BIOSECURITY AND TRADE FACILITATION

1.1 Organisational Structure and Objectives

The Secretariat of the Pacific Community (SPC), formerly known as the South Pacific Commission, was founded in 1947 with the aim of promoting and advancing the social and economic development and well-being of Pacific Island Peoples. Core functions include capacity building, resolution of cross-boundary issues and technical capacity supplementation. The organisation is currently divided into three divisions: Land Resources, Marine Resources and Social Resources. However, changes that will add significantly to SPC's size and scope take effect in January 2010. With these changes, SPC becomes the lead coordinating agency for the regional energy sector, absorbing the energy programme of the Secretariat of the Pacific Islands Applied Geoscience Commission (SOPAC) into a new Economic Development Division of SPC including transport, infrastructure and communication. Furthermore, SOPAC's core work programme becomes the SOPAC Science and Technology Division of SPC while a sixth division comprises the South Pacific Board for Educational Assessment (SPBEA) which is also to be merged with SPC.

SPC is headquartered in Noumea, has regional offices in Fiji and the Federated States of Micronesia, and 14 field offices located in the Cook Islands, French Polynesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, and Wallis and Futuna. SPC is funded by a broad range of donor organisations.

The Land Resources Division (LRD) has three main objectives: (i) improved food and nutritional security; (ii) integrated and sustainable agricultural and forestry resource management and development; and (iii) improved biosecurity and increased trade in agriculture and forestry products. It is organised into seven thematic and three support groups. Regional biosecurity and trade facilitation services are delivered mainly through the Biosecurity and Trade Facilitation Group (BAT), which aims to: (i) facilitate trade and tourism while minimising the threat to biological diversity, agricultural production, food security and public health from exotic pests and diseases; (ii) serve as secretariat to the Pacific Plant Protection Organisation (PPPO); (iii) strengthen national capacity to undertake economic and financial analyses of opportunities for increased domestic and export trade; (iv) develop and promote sustainable and efficient post-harvest technologies; (v) improve administrative frameworks for effective delivery of biosecurity services; (vi) develop emergency response and contingency plans for pest incursions and outbreaks; and (vii) conduct surveillance and monitoring of quarantine pests including fruit flies. As such, BAT will be a key LRD in the implementation of PHAMA.

Other more science-oriented thematic groups of LRD (especially Plant Health, and Animal Health and Production) also play an important role in relation to delivery of SPC's regional biosecurity and trade facilitation services.

Biosecurity and trade facilitation services related to coastal fisheries remain the responsibility of SPC's Marine Resources Division. Notably, responsibility for the Pacific Region's oceanic fisheries, especially the tuna fisheries of 17 countries, rests largely with the Pacific Islands Forum Fisheries Agency (FFA).

Negotiating market access is a sovereign responsibility that lies with PICT governments. Other aspects related to obtaining, maintaining and improving market access, such as implementation of agreed MA protocols, R&D, training, development of pest lists and animal and plant health status-related databases, and extension are provided in varying degrees by national government agencies and by SPC-LRD which has a mandate to help ‘increase trade by building trade capacity and strengthening PICT biosecurity services in the region’. The boundary between national and regional roles shifts according to the resources available within PICT government agencies. Larger and better-resourced PICTs are more able to develop stand-alone national capacity in these areas; smaller PICTs are likely to remain largely dependent on external support from SPC and potentially from other ‘third party’ service providers in the longer term.

1.2 Current Core Activities

BAT currently contributes to the delivery of a number of SPC-LRD outputs, namely:

- Development of sustainable forestry, agriculture and land use plans, policies, and legislation supported.
- Invasive species, pests, and disease problems identified and addressed, and capacity to respond at national and regional levels supported.
- National capacity to comply with international and other relevant standards strengthened.
- National capacity to increase domestic and export trade developed and strengthened.
- Sustainable and viable post-harvest technologies developed and promoted.
- Improved information available on plant and animal health status.

Current activities supported by BAT in line with these outputs include¹:

- Providing in-country national consultation, training, and if requested, legal assistance to 14 PACP countries on ‘new’ biosecurity legislation.
- Providing pest incursion response and quarantine pest surveillance services.
- Performing audits of national fruit fly surveillance systems, GPS mapping of PICTs fruit fly trap sites, and input fruit fly trap capture data in the Pacific Pest List Database (PPLD).
- Completing Phytosanitary Capacity Evaluations for the Federated States of Micronesia, Marshall Islands, Nauru, Papua New Guinea, and Vanuatu.
- Installing, commissioning and maintaining the various components of the Biosecurity Information Facility (BIF) in 15 PACP countries.
- Developing the capacity of national quarantine and plant protection services in biosecurity operations through targeted training and/or refresher training activities.
- Representing PICTs in relevant international fora such as the CPM and the RPPO Technical Consultation.
- Fulfilling SPC’s designated role as the Secretariat of the Pacific Plant Protection Organisation (PPPO).
- Facilitating the export of fresh produce by assisting PICTs, as requested, in the development of market access submissions, training of quarantine officers on export commodity pathways, development of quality standards and other related activities.
- Supporting PICTs, as requested, to undertake import risk analyses.
- Assisting with the development of post-harvest technologies, e.g. hot water immersion treatment for taro and cut flowers.
- Managing the PPLD and the Biosecurity Helpdesk services.

¹ This assessment of core activities was confirmed in late August 2009 by the then BAT Coordinator.

As noted in section 1.1 above, other thematic groups of LRD also play an important role in the delivery of SPC's regional biosecurity and trade facilitation services. The specialist plant protection scientists and veterinarians of the Plant Health and Animal Health and Production Groups respectively, assist PICTs by:

- Undertaking regular surveys of plant pests and animal diseases.
- Updating and managing pest and disease lists.
- Maintaining information databases such as the Pacific Animal Health Information System (PAHIS) and the PPLD.
- Sourcing or producing and distributing publications and other information resources on plant and animal health status.
- Supporting and building the surveillance and diagnostic capacity of national biosecurity (quarantine, plant and animal health) personnel.

Up-to-date and validated data on plant and animal pests and diseases are essential for the development of national animal health and plant protection programmes, and the preparation of import risk analyses for imported goods and market access submissions for exports.

1.3 Staffing

BAT currently has five staff (a Biosecurity and Trade Facilitation Adviser, Biosecurity and Trade Facilitation Officer, a Biosecurity Technician, a Biosecurity Information Facility (BIF) Technician, and a Biosecurity Assistant as the helpdesk person) as well as access to about 20 relevant professional staff in the Plant Health (8) and Animal Health and Production (12) thematic groups.

All of the BAT staff positions are project-funded; salaries for the Adviser, Officer and Assistant positions are funded through the Pacific Agreement on Closer Economic Relations – Regional Trade Facilitation Programme (PACER-RTFP), while recruitment of the two Technicians was supported through the Pacific Regional Economic Integration Project (PACREIP). PACER-RTFP concludes at the end of this year (2009) while PACREIP now comes to an end in June 2010. In contrast, the Adviser positions in the Plant Health and Animal Health and Production thematic groups are presently deemed to be core-funded positions. However, other positions in these groups are not core-funded. For example, following the appointment of two additional veterinarians the total number of SPC veterinarians is five but the two new positions are supported only by project funding that comes to an end in June 2010.

Currently, BAT and the Plant Health thematic groups are faced with the prospect of recruiting professionally-trained staff to fill positions that have been vacated and/or will shortly be vacated. The positions affected include: the Biosecurity and Trade Facilitation Adviser, Biosecurity Information Facility Technician, Senior Entomologist and Plant Pathologist. This does not take account of additional staffing needs identified outside existing positions.

1.4 Funding and Funding Sources

Funding for the 2009 BAT workplan amounts to just over 800,000 AUD. The funding is entirely project tied, with no core funding. Currently, some activities undertaken by BAT staff are not funded.

Sources of funding in 2009 are:

PACREIP	173,000 EUR
PACER-RTFP	600,000 FJD
WTO-STDF	53,000 USD
IPPC Secretariat	21,000 USD
French Pacific Fund	18,000 EUR
Papua New Guinea Government	260,000 PGK
TOTAL (approx)	800,000 AUD

PACER-RTFP concludes in December 2009. PACREIP was to have concluded at the same time but has been extended through to June 2010. Funding from WTO-STDF, IPPC Secretariat, French Pacific Fund and the Papua New Guinea Government are all one-off allocations for specific activities in 2009.

1.5 Linkage with Other Organisations

Pacific Islands Forum (PIF). The Pacific Islands Forum (PIF), formerly known as the South Pacific Forum, is now recognised as the premier regional policy-making body of the self-governing states in the Pacific. It comprises the heads of government who meet annually to develop collective responses to regional matters, including economic development. The Forum's administrative arm is known as the Forum Secretariat (PIFS). In contrast, SPC is a technical, non-political organisation that provides advisory and consultative services to its 27 members and facilitates co-operation with regional and international organisations. SPC is in the process of implementing major organisational changes (referred to in section 1.1) under a reform process for regional institutions directed by Pacific Forum Leaders (and set out in the Regional Institutional Framework (RIF)).

Pacific Plant Protection Organisation (PPPO). The PPPO was founded in October 1994 by the South Pacific Conference (now Pacific Community Conference). All members of the Pacific Community are members of the Pacific Plant Protection Organisation. The Pacific Community consists of 27 members including 22 PICTs and 5 founding members. PPPO is one of the Regional Plant Protection Organisations established under the International Plant Protection Convention and exists to provide advice on phytosanitary measures in order to facilitate trade without jeopardizing the plant health status of the importing Members and countries. The LRD of SPC is designated to be the PPPO's Secretariat and run the day-to-day affairs of the organisation. As such, LRD is required to pay particular attention to ensuring that the views and concerns of Pacific members are adequately taken into account in the development and implementation of global phytosanitary measures.

1.6 Linkage with Other Programs

Major projects managed by LRD in which BAT (or equivalent) has played or is playing a role include the Project on the Regional Management of Fruit Flies in the Pacific (RMFFP, 1990 to 2000); Pacific Regional Economic Integration Project (PACREIP, 2004 to June 2010); the Regional Trade Facilitation Programme (RTFP, 2004 to 2009); the Plant Protection in the Pacific Project (2002 to 2008), and Facilitating Agricultural Commodity Trade (FACT, 2008 to 2012)¹. It is also involved in a range of smaller activities.

¹ Additional detail is provided on these activities in Appendix 4.

There are two projects soon to be implemented in which BAT will or may be expected to play a significant role. One, to be implemented by SPC, builds on FACT and is entitled ‘Enhanced sustainable livelihoods through facilitating increased trade and product diversification’ (five year programme beginning 2010, referred to as ‘FACT II’). The second, the successor to PACREIP, is the Pacific Regional Aid-for-Trade Technical Assistance Programme (PRAfTAP) (four year programme beginning 2010) which is to be implemented by the PIF Secretariat. Aspects of both projects relate to strengthening national capacity to comply with international standards and other technical and sanitary and phytosanitary requirements and/or improving market access for PICTs’ (PACPs and OCTs specifically) exports of farmed and natural resources. From project proposal documentation available in late August 2009, it appears these projects are likely to support areas of activity allowing the continuation and expansion of some of BAT’s core biosecurity and trade facilitation work. Some ambiguity remains however, with the designs yet to be finalised and approved.

1.7 Evaluation of SPC Performance

As noted in section 1.1, LRD’s BAT thematic group has been responsible for the delivery of regional biosecurity and trade facilitation services. The scope of the activities BAT has been involved in (refer section 1.2) is expansive *and* requires considerable technical/scientific expertise as well as operational experience to deliver effectively. On current staffing levels, BAT is below critical mass to honour its 2009 commitments to the PACREIP, PACER-RTFP and WTO-STDF projects let alone deliver the full set of outputs required of SPC-LRD by PICTs as part of its regional mandate.

In effect, the regional mandate of SPC recognises that technical capacity supplementation is a necessity for many PICTs. The smaller PICTs in particular will always lack the skills and capacity to address biosecurity issues and progress MA arrangements on their own, and are therefore likely to remain dependent on SPC’s assistance in the longer term. In reality, SPC-LRD is not well resourced to assist and generally lacks the necessary practical experience to tackle major biosecurity issues in the region (e.g. threat of invasive ants) or work on a day-to-day basis with national agencies to gain new export markets or improve existing export conditions. Nevertheless, as expressed by one SPC staff member in an unguarded moment, the ‘PICTs are very grateful for whatever they can get’ so SPC’s struggle to maintain core capacity appears to have gone unnoticed. As a minimum, it was suggested that seven staff¹ are required in BAT for effective delivery of regional biosecurity and trade facilitation services. This is considered to be a conservative estimate and does not include provision of specialist diagnostic/analytical services required from plant protection and animal health scientists on an ongoing basis.

2. CONSTRAINTS

2.1 Key Constraints/Issues

- With present staffing arrangements, BAT lacks practical market access expertise that will be critical for the successful implementation of the Program. BAT also relies heavily on the Plant Health and Animal Health and Production thematic groups for the delivery of core biosecurity and trade facilitation services. While this potentially offers some

¹ Suggested by the then BAT Coordinator in late August 2009.

advantages in terms of local access to specialist diagnostic/analytical capacity, it also means that resource constraints external to BAT could adversely affect implementation.

- Present funding arrangements for SPC in general and BAT in particular mean that provision of core regional services is not sustainable. The provision of medium-term ‘core funding’ (e.g., through PHAMA) for relevant and clearly defined market access-related information services would potentially improve the sustainability of such services to all PICTs.
- Although LRD is designated to be the PPPO’s Secretariat, no funding has been made available to run the day-to-day affairs of the organisation and ensure that the views and concerns of the 27 Pacific Community members are adequately taken into account in the development and implementation of global phytosanitary measures. In the absence of funding for the PPPO Secretariat, engagement of PICTs in international standard setting processes and their ability to trade in accordance with international standards is compromised.
- SPC’s lack of funding and personnel to oversee the coordination of surveillance programmes across the region could ultimately undermine the ability of PICTs to pursue export markets. *Maintaining* the integrity of fruit fly surveillance systems established during the RFFMP and/or invasive ant surveillance established more recently as part of the Pacific Ant Prevention Programme should not be regarded as ‘new’ activities funded on an *ad hoc* basis – they should have secure, long-term funding.

3. COMPONENT 4 DESCRIPTION

Component 4 has been designed as a discrete set of activities, implementation of which will be managed by LRD. It involves providing SPS-related information services; facilitating PICTs’ involvement in the international SPS standard setting processes; as well as supporting some core surveillance and reporting systems. Such activities are best provided from regional level. They underpin market access for traded commodities and align with the overall strategic direction of the Program. In line with SPC’s regional mandate, implementation of these activities will not be limited to the five PICTs directly targeted under Components 1-3, but will be extended to *all* PICTs. PHAMA will be used as a vehicle for providing increased certainty of funding for these core services, which should go some way towards improving the quality of services provided.

3.1 Component Outcome

SPC providing regional MA support services in an effective and efficient manner.

3.2 Key Result Areas

Key result areas include:

5. Provision of MA information services to national-level stakeholders improved.
6. PICTs effectively engaged in relevant international fora (e.g. CPM, OIE, PPPO).
7. MA-related surveillance and reporting maintained in accordance with international standards.
8. Technical MA capacity within SPC enhanced.

3.3 Activities

A set of discrete activities has been identified under each of the four key outcomes as described below.

2. Market Access Information Services

Support will be provided to help SPC develop and operate MA-related information services as follows:

- Maintenance and updating of PICTs' animal health information utilising the World Animal Health Information System (WAHIS) and FAO's Transboundary Animal Disease Information System (TADinfo), a software package that is entirely customisable to the animal disease quantification and management needs of each user. Note: Use of WAHIS and TADinfo will be supported in preference to further developing the Pacific Animal Health Information System (PAHIS)).
- Maintenance and updating of the Pacific Pest List Database (PPLD) including: (i) PPLD maintenance and data entry; (ii) timely verification of records for public access; and (iii) ongoing software and equipment upgrades.
- Provision of a MA-related 'Helpdesk' facility, with primary focus on addressing enquiries related to relevant international standards and/or zoosanitary, phytosanitary and food safety requirements of trading partners.
- Compilation and provision of information to support: (i) the preparation of MA submissions and data packages by PICTs not covered by PHAMA's Components 1-3; and (ii) import risk analyses for agricultural and horticultural products from other PICTs to facilitate timely consideration of MA submissions and hence regional market access.
- Continued development of the Pacific Islands Trade Statistics Database currently being developed by LRD.
- Renewal of SPC's 5-year CABI subscription.

2. International Engagement

Support will be provided to ensure SPC fulfils its role as the Secretariat for the PPPO as follows:

- Annual hosting of the PPPO Executive Committee.
- Annual participation (as in representation of PICTs) in the RPPO Technical Consultation.
- Convening a consultation workshop on draft International Standards for Phytosanitary Measures (ISPMs).
- Preparation of PPPO submissions on draft ISPMs and/or IPPC Secretariat requests for information.
- Annual attendance of the Commission on Phytosanitary Measures (CPM) in Rome (noting that RPPOs hold observer status only).
- Triennial hosting of the PPPO Technical Board meeting.

Other areas where PHAMA will support SPC to ensure appropriate engagement of PICTs in the international SPS regulatory environment include:

- Representation of PICTs at Regional OIE (World Organisation for Animal Health) meetings, through LRD's Animal Health and Production Group.
- Establishment of a WTO Enquiry Point to ensure timely communications between the WTO SPS Committee (e.g. WTO SPS Emergency Notifications) and PICTs.

3. *Market Access-Related Surveillance and Reporting*

Support will be provided to SPC to undertake MA-related surveillance and reporting, as follows:

- Reporting of PICTs' animal health information to comply with international requirements and the SPC-OIE agreement for non-member (OIE) PICT countries.
- Fruit fly surveillance audit, verification and training (to ensure the trapping systems established under RMFFP are maintained appropriately).
- Fruit fly and invasive ant diagnostics and trapping supplies provided as a regional service for countries without national entomological expertise.
- Invasive ant surveillance audit, verification and training (to ensure the surveillance systems established as part of the Pacific Ant Prevention Programme (PAPP) are maintained appropriately).

4. *Technical Market Access-Related Capacity within SPC*

Within SPC, the Program will fund a Market Access Specialist to be a focal point for developing practical MA skills within SPC long-term, working closely with the Principal Market Access Specialist in the PMO. The Program will also fund a Senior Entomologist and 5 Technicians working in specified areas¹. Remaining technical gaps (e.g. taxonomic experts) in current LRD staffing will be covered through short-term program-recruited TA.

In addition to being responsible for the management of Component 4 activities as detailed above, it is anticipated that SPC-LRD will also be involved in supporting the implementation of a range of other activities under Components 1-3. Examples include the training of quarantine officers, growers/producers, exporters and treatment facility operators on the operational procedures required to meet new export protocols developed under the Program. These additional activities will be contracted to SPC by the MC on a case-by-case basis.

3.4 Technical Assistance

Technical Assistance includes 1 full-time Market Access Specialist; and 1 full-time Senior Entomologist. Both of these positions are internationally-engaged. Terms of Reference are provided in Attachment 2.

The Market Access Specialist is designed as a focal point for developing practical MA skills within SPC long-term, and will also provide a key link between the PMO and SPC. S/he will report to and be responsible to the BAT Coordinator. This position is also expected to develop and maintain a close working relationship with the PMO-based market access and quarantine/biosecurity specialists.

The Senior Entomologist position will provide essential diagnostic capacity for MA-related surveillance and the updating of data on plant pests and diseases necessary for the preparation of MA submissions. S/he will report to and be responsible to either the Plant Health Coordinator or BAT Coordinator, as SPC sees fit.

¹ One technician for animal health information and reporting, 1 for PPLD and Helpdesk activities, 1 for trade statistics database development/maintenance work, 1 for the WTO SPS Enquiry Point, and 1 for fruit fly/ant surveillance work.

Both TA positions will be recruited and managed by SPC.

3.5 Support staff/ technicians

In addition to the 2 full-time TA positions, the Program will support 5 FTE support staff/ technicians working in the following areas:

	FTEs
(a) Animal health information database	0.5
(b) Pacific pest list database	0.5
(c) Helpdesk facility	0.5
(d) Trade statistics database development	1.0
(e) WTP SPS enquiry point	1.0
(f) Reporting of PICTs' animal health information	0.5
(g) Fruit fly surveillance work	1.0

All support staff/ technician positions will be recruited and managed by SPC.

4. MANAGEMENT ARRANGEMENTS

4.1 Management Structure

Key elements of the PHAMA management structure include:

- Management of the overall Program will be contracted to a Managing Contractor (MC).
- A Program Management Office (PMO) will be established by the MC in Suva, physically located within SPC¹. The MC will be directly responsible for implementation of Component 1-3 activities.
- Implementation of Component 4 activities will be delegated to SPC-LRD, with MC coordination. LRD will be fully responsible for implementation of Component 4 activities. The Market Access Specialist appointed by LRD will be the designated Activity Manager for Component 4 activities, under the direction of the SPC BAT Coordinator.
- A Market Access Working Group (MAWG) will be established in the five countries where Components 1-3 are implemented to help determine MA priorities and action plans, and coordinate the implementation of Program activities.
- National Market Access Coordinators (NMACs) will be employed in the five countries where Components 1-3 are implemented. They will be responsible for providing secretariat support to the MAWGs and for maintaining an operational linkage between the PMO, SPC and the MAWGs.
- A regional Program Coordinating Committee (PCC) will be responsible for providing high-level governance steerage of the Program. SPC will be represented on the PCC through the head of LRD or designate.

These structural arrangements are further detailed in the Main Report.

4.2 Management Processes

¹ Similar to the arrangement established for implementation of the EU-funded FACT program

4.2.1 Planning

Component 4 planning and plan approval processes will be integrated with those to be adopted for Components 1-3, managed by the PMO. SPC will prepare an annual workplan in May of each year in line with the Program Design Document. This workplan will specify activities to be implemented by SPC over the following 12 months (July 1 to June 30) together with associated resource requirements. The PMO will consolidate the SPC workplan with Component 1-3 workplans to produce an integrated Annual Strategic Plan (ASP) for the overall Program, which will go to the PCC by mid June for endorsement.

4.2.2 Procurement and financial management

SPC will be responsible for procurement of all goods and services required for implementation of Component 4 activities, following SPC's standard procurement guidelines. Financial management (including audit) will follow SPC's usual procedures for an activity of this nature.

All program funds will flow through an Imprest Account managed by the MC on behalf of AusAID. SPC will be funded 6-monthly in advance through this account, in line with projected expenditures in the corresponding ASP, subject to satisfactory acquittal of previous advances.

4.2.3 Reporting

Key reporting requirements are detailed in the Main Report, summarised below:

- Annual Strategic Plans to be submitted by mid June each year, covering the following July-June Australian FY. The ASPs will be regarded as an enabling framework designed to guide implementation, rather than a constraining blueprint.
- Annual Progress Reports to be submitted by the end of July each year.
- Interim 6-month Progress Reports to be submitted by the end of January, following the same format as the Annual Progress Reports.
- Six-Monthly Financial Reports to be submitted by the end of January (covering July-December) and July (covering January-June expenditures). MC- and SPC-managed expenditures must be reported in the same format, to be determined by the MC.
- Monthly Exception Reports to be submitted at the end of each calendar month. These will be brief (maximum 3 pages) reports highlighting any significant issues that have arisen over the month, and how these issues are being addressed.
- Phase 1 Completion Report to be submitted by end-March 2013.

Where relevant, reports will be prepared as consolidated whole-of-program reports, incorporating both MC- and SPC-managed components. SPC will be required to prepare all contributions to these reports following formats and timelines as prescribed by the MC. The MC will be responsible for final consolidation.

4.2.4 Coordination

There is a risk that the split management arrangements will diminish coordination of SPC-implemented Component 4 activities and MC-implemented Component 1-3 activities. Both SPC and the MC should recognise this risk and be proactive in promoting communication between staff and coordination of activities on a daily basis.

Specific coordination mechanisms built into the design to aid coordination and communication include:

- Physical location of the PMO within SPC in Suva.
- Integrated planning, plan approval and monitoring arrangements across both MC and SPC-managed components.
- Establishment of the MAWGs at national-level as a single gateway/focal point for all activities implemented in-country, both MC- and SPC- implemented.
- Conduct of annual workshops, rotated between countries, bringing together PMO staff, SPC staff, MAWG chairpersons and the NMACs to review progress and issues at whole-of-program level.
- Conduct of monthly internal planning and review meetings by key LT PMO and SPC staff.
- Development of a formal Communications Strategy, with clear specification of communication responsibilities and protocols.
- Establishment of high quality electronic communication capacity between the PMO, SPC and the in-country secretariat offices.

4.2.5 Monitoring and evaluation

A preliminary M&E Framework is presented in Appendix 10, to be finalised prior to or during startup. SPC will be further consulted during this process. Once the M&E Framework has been finalised, SPC will be required to monitor and report outcomes in line with the agreed framework, with guidance from the PMO.

4.2.6 Review

The MC will facilitate an independent Quality Review of the Program at the end of Years 2¹ and 4, on behalf of AusAID. These Quality Reviews will monitor the systems and processes of the MC and SPC in relation to Components 1-3 and Component 4 respectively; quality of management; quality of reporting; and effectiveness of governance arrangements. TORs will be drafted to reflect any particular concerns of the PCC or AusAID. The Quality Review Team will report directly to the PCC, and will include one member nominated by AusAID (from AusAID's Rural Development Expert Panel), and one member jointly nominated by the MC and SPC.

4.2.7 Communication strategy

A formal communication strategy is considered essential given the regional nature of the program (involving a regional PMO overseeing operations in 5 countries); the involvement of both the PMO as well as SPC in implementation management; and the imperative of establishing effective communication within the MAWGs and between the MAWGs and various other stakeholders and actors. A communication strategy will be developed prior to or during startup. This will be a practical guide outlining who needs to be communicating with whom, when, and how.

¹ Note that Year 2 (2010/11) is the first full year of implementation; Year 1 (2009/10) being the initial design/startup year.

5. KEY RISKS AND OUTSTANDING ISSUES

5.1 Key Risks

Key risks and mitigation measures related to SPC implementation of Component 4 include:

- SPC's structural funding issues lead to Component 4 resources becoming excessively diluted by non-programmed activities. Mitigation measures include quarantining SPC's involvement to Component 4; tying funding to a clearly defined set of activities; providing medium-term funding for these activities as core activities, rather than viewing them as a project 'add-ons'; providing medium-term funding for additional positions in LRD to improve the technical market access-related capacity within SPC; closely monitoring implementation performance; and adoption of 6-monthly financial disbursements.
- SPC-managed Component 4 activities are insufficiently coordinated with the MC-managed Component 1-3 activities. Mitigation measures include physical location of the PMO within SPC; preparation of consolidated planning and monitoring reports, led by the MC; adoption of a seamless planning and budget approval process; and use of the NMACs and MAWGs as a focal point for PMO *and* SPC MA-related activities in-country.
- Inability to attract and retain suitable TA for the SPC positions (qualifications, experience, approach and motivation). Mitigation measures include defining recruitment and selection criteria as part of design; and allocating sufficient time and resources to the selection process.

5.2 Outstanding Issues

Outstanding issues include:

- Two upcoming projects (PRAfTAP and FACT II – refer section 1.6) are likely to support areas of activity in SPC allowing the continuation and expansion of some of BAT's core biosecurity and trade facilitation work. The final set of activities supported under Component 4 of PHAMA should be further reviewed once the designs of PRAfTAP and FACT II are finalised, in order to ensure no duplication occurs.

**APPENDIX 6
ATTACHMENT 2**

TOR FOR KEY TECHNICAL ASSISTANCE POSITIONS

- 1. Market Access Specialist**
- 2. Senior Entomologist**

POSITION: MARKET ACCESS SPECIALIST – SPC (INTERNATIONAL)

LOCATION AND DURATION:

This position will be based within the SPC-LRD in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Frequent travel between Suva and the countries where PHAMA Components 1-3 is being implemented, as well as other Pacific Community members will be required.

GENERAL DESCRIPTION:

The SPC Market Access Specialist will:

- have overall responsibility for management of PHAMA Component 4 activities within BAT, in consultation with the BAT Coordinator and the PMO-based Principal Market Access Specialist, and in accordance with AusAID's contract with SPC for implementation of Component 4 activities;
- act as a key liaison point for the PMO within SPC-BAT;
- ensure the overall coherence and quality of PHAMA-supported activities implemented by SPC-BAT;
- extend the provision of market access-related assistance to other PICTs not directly included under PHAMA; and
- represent SPC-BAT on market access and technical issues, as required.

S/he will report to and be responsible to the BAT Coordinator for all actions taken. This position is also expected to develop and maintain a close working relationship with the PMO-based technical assistance.

SPECIFIC TASKS AND RESPONSIBILITIES:

The SPC Market Access Specialist will:

1. Assist PICTs not covered under Components 1-3 to identify high priority market access issues and develop action plans to address highest priority issues, in consultation with the PMO Principal Market Access Specialist and the BAT Coordinator.
2. Provide technical market access support (e.g. for the preparation of market access submissions and data packages) to PICTs not covered under Components 1-3.
3. Provide technical support to PICTs for the conduct of import risk analyses for agricultural and horticultural products from other PICTs (to facilitate timely consideration of market access submissions and hence regional market access).
4. Oversight the identification, contracting and supervision of market access and R&D service providers mobilised to help address particular high priority market access issues 'approved' for support by SPC.
5. Oversight the development and operation of the market access 'Helpdesk' facility to PICTs.
6. Together with the PMO-based Principal Market Access Specialist develop mechanisms that ensure effective coordination between PMO-managed and SPC-managed components/activities.

7. Monitor, report and provide technical input on regional/international biosecurity and quarantine related activities or developments that may impact (adversely or favourably) on technical market access for the PICTs not covered by PHAMA Components 1-3.
8. Provide technical market access related assistance to the PPPO Secretariat as required.
9. Provide inputs to the PHAMA annual planning and monitoring processes as required by the PHAMA Team Leader.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A graduate degree from a recognised University in a relevant field – preferably agricultural/horticultural science, animal or plant sciences.
2. At least 5 years experience working in technical market access related areas, preferably including experience in the Pacific.
3. An understanding of the processes and issues involved in establishing and maintaining market access for agricultural products including:
 - a. Relevant international SPS issues underpinning technical market access;
 - b. Quarantine and biosecurity-related issues (e.g. surveillance, incursion response, reporting) that may impact upon technical market access, particularly in the Pacific region; and
 - c. Technical market access, quarantine and biosecurity mechanisms, structures and processes within governments of the PICTs and destination target markets including Australia and NZ.
4. Proven technical market access skills, including:
 - a. Working with industry groups to resolve market access issues;
 - b. Working with industry groups to develop and establish appropriate surveillance and monitoring systems in support of market access;
 - c. Assisting in the development of technical market access submissions and strategies;
 - d. Experience in the conduct of risk analyses related to market access requests;
 - e. Experience in the evaluation of market access related research and development;
 - f. Experience in bilateral market access strategy development and negotiations, preferably at the senior government level; and
5. Demonstrated ability to establish strong working relationships with national counterparts at a senior level.
6. Well developed skills in: inter-personal communication; report writing; numeracy; analysis; and networking.
7. Advanced computer literacy.

POSITION: SENIOR ENTOMOLOGIST – SPC (INTERNATIONAL)

LOCATION AND DURATION:

This position will be based within the SPC-LRD in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Frequent travel between Suva and the countries where PHAMA Components 1-3 is being implemented, as well as other Pacific Community members will be required.

GENERAL DESCRIPTION:

The Senior Entomologist will:

- have overall responsibility for the verification of all insect records from PICTs to ensure timely public access of PICTs' records maintained in the Pacific Pest List Database (up-to-date and validated data on plant pests and diseases being essential for the preparation of market access submissions for exports);
- provide expert diagnostic support, including training of national staff, for market access-related surveillance programs;
- liaise with SPC-Plant Health Group entomologists and plant pathologists to coordinate the maintenance and update of the Pacific Pest List Database in response to pest and disease surveys supported by other programs (e.g. FACT II); and
- ensure the overall coherence and quality of PHAMA-supported diagnostic/identification services (e.g. short term TA) implemented by SPC.

S/he will report to and be responsible to either the Plant Health Coordinator or BAT Coordinator, as SPC sees fit, for all actions taken. This position is also expected to develop and maintain a close working relationship with the PMO-based technical assistance.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Senior Entomologist will:

1. Identify insects collected in the course of fruit fly surveillance undertaken in the 22 PICT members of the Pacific Community. Identifications may be required of the Senior Entomologist as part of fruit fly surveillance audit; verification of specimens with a preliminary identification by national staff ; as well as identifications undertaken directly for PICTs without the appropriate entomological capacity.
2. Identify insects collected in the course of invasive ant surveillance undertaken in Pacific Community members. Identifications may be required of the Senior Entomologist as part of invasive ant surveillance audit; verification of specimens with a preliminary identification by national staff; as well as identifications undertaken directly for PICTs without the appropriate entomological capacity.
3. Verify entomological records and/or specimen identifications from the 22 PICT members to facilitate timely public access to all entomological records in the Pacific Pest List Database.
4. Advise the BAT Coordinator on appropriate changes to procedures for fruit fly surveillance and invasive ant surveillance, and communicate any approved changes to PICTs.

5. Assist in BAT training programmes for national PICT representatives involved in fruit fly surveillance and invasive ant surveillance, where appropriate focusing on diagnostics and preservation/curation of specimens.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A graduate degree in zoology/agricultural science from a recognised University, preferably including entomology papers AND a post-graduate degree on a relevant entomological topic(s).
2. At least 5 years experience working in a plant protection diagnostic laboratory, preferably including experience with Pacific fauna such as tephritid fruit flies.
3. An understanding of the phytosanitary-related processes involved in establishing and maintaining trade in agricultural/horticultural products including:
 - a. Familiarity with relevant international standards for phytosanitary measures (ISPMs) underpinning technical market access; and
 - b. Quarantine and biosecurity-related matters (e.g. pest survey design, surveillance, incursion response, reporting) that may impact upon technical market access, particularly in the Pacific region.
4. Internationally-recognised diagnostic/taxonomic skills, as demonstrated by:
 - a. A strong publication record in relevant peer-reviewed entomological or taxonomic journals; and
 - b. Established collaborative research projects with other diagnostic scientists and/or taxonomists.
5. Demonstrated ability to establish strong cooperative relationships with international counterparts involved in providing diagnostic services and/or related research (e.g. CABI).
6. Well developed skills in: inter-personal communication; scientific report writing; analysis; and networking.
7. Advanced computer literacy.

APPENDIX 7

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APPENDIX 8

SUMMARY LOGFRAME

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Assumptions
	Goal: Increased exports of high value primary products, contributing to increased economic growth and improved rural livelihoods. Objective: PICT government and industry organisations working collaboratively to gain, maintain and improve access into key markets for selected high priority products.	<u>Industry level</u> Incremental export volumes for target products. Incremental export revenue for target products. Contribution of target products to total export value. Contribution of target products to total GDP. Contribution of target products to agricultural export value. Contribution of target products to agricultural GDP. # FTE jobs created. <u>Producer level (case studies only)</u> # hh's involved in particular export production activities. % change in hh income due to export production. # FTE jobs created due to export activity.	Program assessments as follows: Baseline data established for all products targeted. Impact assessment against key indicators every 3 years, using: - available trade statistics; - export data from regulatory agencies; - export data from treatment facility operators; - industry surveys where required; - case studies of export producers.	High-value products which have comparative and competitive advantage for export can be identified and markets developed. Sufficient supply of export quality product is available or can be developed. Effective linkages exist or can be developed between producers and international markets. A significant number of rural smallholders are able to become involved in export production activities. Government fully engages with industry in the process of gaining, maintaining and improving MA. Increasing energy and transport costs do not kill economic viability. Political stability is maintained in target countries. Appropriately skilled TA can be mobilised to support implementation of the Program.

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Assumptions
	COMPONENT 1: PREPARATION AND PROCESSING OF MARKET ACCESS SUBMISSIONS			
	Intermediate Outcome: Market access priorities identified and high quality market access submissions prepared and accepted by importing government authorities.	# new products for which access has been gained, by type and market. # of products for which export protocols have been improved, by type and market.	Trade approval notifications and modifications.	Import country regulatory agencies are able and willing to process well-prepared MA requests in a timely and efficient manner.
	Key Result Areas:			
1.1	MAWGs involving government and industry representatives established and operating effectively.	# MAWGs that are established and functional.	MAWG membership lists. MAWG minutes. Results achieved.	Government agencies are willing to improve coordination with industry in pursuit of a common goal. MAWG members have sufficient time to devote to MAWG business.
1.2	MA issues prioritised and action plans prepared.	# and nature of MA requests prioritised and action plans prepared.	MAWG minutes.	MAWG can agree on a prioritisation process. Government and industry are able to agree on specific priorities.
1.3	MA submissions and data packages prepared.	# and nature of MA submissions and data packages prepared.	Submissions and data packages.	Pest and disease information is available for the commodity pest lists included in the submissions.
1.4	Preliminary risk management packages prepared.	# and nature of risk management packages prepared.	Risk management packages.	Acceptable and cost-effective risk management measures can be identified. Required R&D is completed in a timely manner.
1.5	Bilateral coordination and communication enhanced.	# Pacific Coordinators in place. # of bilateral meetings held. # of bilateral negotiations held. # of bilateral negotiations directly assisted by PHAMA TA.	BA and MAFBNZ records. NPPO records. Program records.	Role of PHAMA TA in supporting MA negotiations is accepted.

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Assumptions
	COMPONENT 2: IMPLEMENTATION OF MA REQUIREMENTS			
	Intermediate Outcome: SPS measures required to establish/maintain market access for specified high priority products being successfully implemented by government and industry.	# of consignments presented for export certification. # and % of consignments for which export certification is issued. # and % of consignments into target markets that are rejected, by reason.	Export certification records produced by export country regulatory authorities (e.g. NPPOs). Import country regulatory agency records and notifications.	Exporting country regulatory agencies are adequately resourced to competently implement required export protocols.
	Key Result Areas:			
2.1	Operational procedures required to meet SPS protocols developed.	# of products for which operational/ export system procedures are documented and being implemented. # of products for which 'Best Practice' codes are documented and being implemented.	Operational procedures/ system manuals. 'Best Practice' codes.	Industry is fully involved in the development of all procedures and codes.
2.2	Capacity of quarantine officers, exporters, producers and treatment facility operators to implement required procedures and meet target market quality standards improved.	# of people trained, by subject and by sex. % of participants receiving training reporting that skills/ knowledge learned is being applied.	Training plans and records. Training evaluations.	Suitable candidates for training can be identified and retained.
2.4	Sanitary and phytosanitary treatment, sanitary handling and diagnostic facilities established/ upgraded and operating effectively.	#, type and ownership of facility supported. Type of support being provided. Operational status and throughput.	Program records. Facility operational records. Audit reports from import country regulatory agencies or independent auditors.	Govt is prepared to expedite the development of essential facilities. Private sector has a prominent role in the operation of key facilities, and tariffs are market-determined to ensure financial sustainability.

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification MoVs	Assumptions
	COMPONENT 3: RESEARCH & DEVELOPMENT			
	Intermediate Outcome: R&D activities required to gain, maintain and improve market access identified and implemented.	# and nature of R&D activities completed that have directly contributed to new or improved market access. Approx cost:benefit of R&D activities that have resulted in new or improved MA arrangements. # and nature of R&D activities identified. # and nature of R&D activities in process. # and nature of R&D activities completed.	Activity Design Documents and Completion Reports. Program evaluations. Program records.	Industry is fully involved in R&D priority setting and implementation so that solutions are market-relevant. R&D priorities can be agreed. Suitable R&D partner organisations are available and can be contracted.
	Key Result Areas:			
3.1	Export markets analysed and export feasibility studies prepared.	# of market assessments completed. # export feasibility studies completed.	Market assessment reports. Feasibility studies.	
3.2	Commodity-specific pest surveys completed and pest lists prepared.	# of pest surveys completed. # of pest lists prepared.	Pest lists. SPC pest list database. Quarantine agency records.	
3.3	Sanitary and phytosanitary treatment protocols developed.	# and nature of sanitary and phytosanitary treatment protocols defined or refined.	Treatment protocol documentation.	Treatment protocols that are financial viable can be developed.
3.4	Product standards developed.	# and nature of product standards developed and implemented.	Product standards.	Industry is fully engaged. Sufficient financial incentives/disincentives are available to underpin adoption of standards.
3.5	Application of international zoosanitary, phytosanitary and FS standards assessed.	# of export submissions that refer to ISPMs. # of export system procedures that include ISPM components.	ISPM assessments. Export submissions. Export system procedures.	TA has a sound understanding of WTO SPS principles and related ISPMs and the ability to apply this to export trade.
3.6	Capacity of exporters to enter new markets improved.	# of people trained, by subject and by sex. # outwards trade missions organised and participation. # inward buyer missions conducted and participation. # and value of market development grants made.	Program records.	

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification MoVs	Assumptions
	COMPONENT 4: REGIONAL SUPPORT SERVICES			
	Intermediate Outcome: SPC providing regional market access support services in an efficient and effective manner.	Assessment by client PICTs of SPC's performance in providing core regional support services under PHAMA. Assessment by international standard setting bodies (e.g. CPM and PPPO) of SPC's performance in representing PICTs' interests.	Annual satisfaction surveys.	Resources provided to SPC by the PHAMA Program are dedicated to intended purposes. SPC maintains effective working relationships with national quarantine departments.
	Key Result Areas:			
4.1	Provision of MA information services to national-level stakeholders improved.	WAHIS and TADinfo developed and operational. PPLD being maintained. Trade Statistics Database developed and operational. # and type of information requests made to the 'Helpdesk'.	WAHIS, TADinfo, PPLD and Trade Statistics Database status reports and records of use. SPC 'Help Desk' records.	
4.2	PICTs effectively engaged with relevant international for a (e.g. PPPO).	# and nature of meetings/workshops convened/attended. # submissions made on behalf of member countries. # of submissions which result in a successful outcome. # consultations held with member countries on current issues.	SPC records. Submissions. Minutes/reports of relevant international fora.	PICTs actively participate in PPPO and other international fora (through SPC) to drive regional biosecurity and quarantine agendas.
4.3	MA-related surveillance and reporting maintained in accordance with international standards.	Animal health info being regularly reported in compliance with international requirements. Fruit fly surveillance systems maintained. Invasive ant surveillance systems maintained.	SPC records, OIE records. Fruit fly surveillance and audit reports. Invasive ant surveillance and audit reports.	
4.4	Technical MA capacity within SPC enhanced.	# and nature of MA submissions and data packages facilitated by SPC for non-PHAMA countries.	Submissions and data packages.	

Appendix 8: Summary Logframe

	Intervention Logic	Performance Indicators (PIs)	Means of Verification MoVs	Assumptions
	PROGRAM MANAGEMENT			
	Intermediate Outcome: To effectively and efficiently manage the Program in a manner that is responsive to stakeholder needs.			
	Outcomes:			
	Program governance arrangements established and operating effectively.	PCC and MAWGs established and meeting routinely. ASPs and M&E reports reviewed and endorsed by PCC. Adequate PS representation on PCC & MAWGs.	PCC and MAWG membership. PCC and MAWG minutes.	Govt is willing to include PS, and PS is willing to be involved. Effective working relationships with govt and relevant industry organisations are developed and maintained.
	Program Management Office established and operating effectively.	PMO fully staffed. Staff performing to a satisfactory level. # and type of training conducted for PMO staff. Physical and financial management systems established. Operations Manual, Communication Strategy established and revised. ASPs prepared in timely manner and approved by AusAID. ASPs implemented in an efficient manner. Progress reports prepared in a timely manner. M&E Framework established and effectively implemented. MC and SPC-managed components effectively coordinated. Timely mobilisation of high quality ST TA.	Staffing records and duty statements. Annual staff performance evaluations. 6-mnth Progress and Financial Reports. Training reports. Operations Manual, Communication and ASPs. MEF design. 6-mnthly Progress Reports and Financial Reports External Quality Reviews. TA mobilisation records and contracts.	Competent TA can be recruited and retained, with clearly defined and accepted roles and responsibilities. Program can develop appropriate systems for effectively supporting implementation across several different PICTs from a centralised PMO. An effective working relationship is established and maintained between the MC and SPC.
	Program effectively coordinated with other relevant donor programs.	# of other donor programs with which PHAMA is formally associated. Nature of cooperation.	6-mnth Progress Reports.	
	Lessons learned systematically reviewed and shared with PICT governments and other donors.	# lessons learned/ sharing workshops conducted; # of participants.	6-mnth Progress Reports. Lessons-learned reports.	

APPENDIX 9

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APPENDIX 10

DRAFT M&E FRAMEWORK

FINAL Framework forthcoming and will supersede this Draft.

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/deadline	Reporting mechanism
	Goal: Increased exports of high value primary products, contributing to increased economic growth and improved rural livelihoods. Objective: PICT government and industry organisations working collaboratively to gain, maintain and improve access into key markets for selected high priority products.	<u>Industry level</u> Incremental export volumes for target products. Incremental export revenue for target products. Contribution of target products to total export value. Contribution of target products to total GDP. Contribution of target products to agricultural export value. Contribution of target products to agricultural GDP. # FTE jobs created. <u>Producer level (case studies only)</u> # hh's involved in particular export production activities. % change in hh income due to export production. # FTE jobs created due to export activity.	Program assessments as follows: Baseline data established for all products targeted. Impact assessment against key indicators every 3 years, using: - available trade statistics; - export data from regulatory agencies; - export data from treatment facility operators; - industry surveys where required; - case studies of export producers.	ST M&E Specialist, assisted by NMAs.	Baseline established for all products where MA has been gained or improved as a result of PHAMA support. Follow-up assessments at end of Phase 1 (mid 2013).	Impact assessment included in the Phase 1 Completion Report.

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/ deadline	Reporting mechanism
	COMPONENT 1: PREPARATION AND PROCESSING OF MARKET ACCESS SUBMISSIONS					
	Intermediate Outcome: Market access priorities identified and high quality market access submissions prepared and accepted by importing government authorities.	# new products for which access has been gained, by type and market. # of products for which export protocols have been improved, by type and market.	Trade approval notifications and modifications.	ST M&E Specialist, assisted by NMACs.	Annual.	Annual Progress Reports.
	Key Result Areas:					
1.1	MAWGs involving government and industry representatives established and operating effectively.	# MAWGs that are established and functional.	MAWG membership lists. MAWG minutes. Results achieved.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
1.2	MA issues prioritised and action plans prepared.	# and nature of MA requests prioritised and action plans prepared.	MAWG minutes.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
1.3	MA submissions and data packages prepared.	# and nature of MA submissions and data packages prepared.	Submissions and data packages.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
1.4	Preliminary risk management packages prepared.	# and nature of risk management packages prepared.	Risk management packages.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
1.5	Bilateral coordination and communication enhanced.	# Pacific Coordinators in place. # of bilateral meetings held. # of bilateral negotiations held. # of bilateral negotiations directly assisted by PHAMA TA.	BA and MAFBNZ records. NPPO records. Program records.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/ deadline	Reporting mechanism
	COMPONENT 2: IMPLEMENTATION OF MA REQUIREMENTS					
	Intermediate Outcome: SPS measures required to establish/maintain market access for specified high priority products being successfully implemented by government and industry.	# of consignments presented for export certification. # and % of consignments for which export certification is issued. # and % of consignments into target markets that are rejected, by reason.	Export certification records produced by export country regulatory authorities (e.g. NPPOs). Import country regulatory agency records and notifications.	ST M&E Specialist, assisted by NMACs.	Annual.	Annual Progress Reports.
	Key Result Areas:					
2.1	Operational procedures required to meet SPS protocols developed.	# of products for which operational/ export system procedures are documented and being implemented. # of products for which 'Best Practice' codes are documented and being implemented.	Operational procedures/ system manuals. 'Best Practice' codes.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
2.2	Capacity of quarantine officers, exporters, producers and treatment facility operators to implement required procedures and meet target market quality standards improved.	# of people trained, by subject and by sex. % of participants receiving training reporting that skills/ knowledge learned is being applied.	Training plans and records. Training evaluations.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
2.4	Sanitary and phytosanitary treatment, sanitary handling and diagnostic facilities established/ upgraded and operating effectively.	#, type and ownership of facility supported. Type of support being provided. Operational status and throughput.	Program records. Facility operational records. Audit reports from import country regulatory agencies or independent auditors.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.

Appendix 10: Draft M&E Framework

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/ deadline	Reporting mechanism
	COMPONENT 3: RESEARCH & DEVELOPMENT					
	Intermediate Outcome: R&D activities required to gain, maintain and improve market access identified and implemented.	# and nature of R&D activities completed that have directly contributed to new or improved market access. Approx cost:benefit of R&D activities that have resulted in new or improved MA arrangements. # and nature of R&D activities identified. # and nature of R&D activities in process. # and nature of R&D activities completed.	Activity Design Documents and Completion Reports. Program evaluations. Program records.	ST M&E Specialist.	Annual.	Annual Progress Reports.
	Key Result Areas:					
3.1	Export markets analysed and export feasibility studies prepared.	# of market assessments completed. # export feasibility studies completed.	Market assessment reports. Feasibility studies.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
3.2	Commodity-specific pest surveys completed and pest lists prepared.	# of pest surveys completed. # of pest lists prepared.	Pest lists. SPC pest list database. Quarantine agency records.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
3.3	Sanitary and phytosanitary treatment protocols developed.	# and nature of sanitary and phytosanitary treatment protocols defined or refined.	Treatment protocol documentation.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
3.4	Product standards developed.	# and nature of product standards developed and implemented.	Product standards.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
3.5	Application of international zoosanitary, phytosanitary and FS standards assessed.	# of export submissions that refer to ISPMs. # of export system procedures that include ISPM components.	ISPM assessments. Export submissions. Export system procedures.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
3.6	Capacity of exporters to enter new markets improved.	# of people trained, by subject and by sex. # outwards trade missions organised and participation. # inward buyer missions conducted and participation. # and value of market development grants made.	Program records.	PMO, assisted by NMACs.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/ deadline	Reporting mechanism
	COMPONENT 4: REGIONAL SUPPORT SERVICES					
	Intermediate Outcome: SPC providing regional market access support services in an efficient and effective manner.	Assessment by client PICTs of SPC's performance in providing core regional support services under PHAMA. Assessment by international standard setting bodies (e.g. CPM and PPPO) of SPC's performance in representing PICTs' interests.	Annual satisfaction surveys.	ST M&E Specialist, assisted by SPC Activity Manager.	Annual.	Annual Progress Reports.
	Key Result Areas:					
4.1	Provision of MA information services to national-level stakeholders improved.	WAHIS and TADinfo developed and operational. PPLD being maintained. Trade Statistics Database developed and operational. # and type of information requests made to the 'Helpdesk'.	WAHIS, TADinfo, PPLD and Trade Statistics Database status reports and records of use. SPC 'Help Desk' records.	SPC Activity Manager.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
4.2	PICTs effectively engaged with relevant international fora (e.g. PPPO).	# and nature of meetings/workshops convened/attended. # submissions made on behalf of member countries. # of submissions which result in a successful outcome. # consultations held with member countries on current issues.	SPC records. Submissions. Minutes/reports of relevant international fora.	SPC Activity Manager.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
4.3	MA-related surveillance and reporting maintained in accordance with international standards.	Animal health info being regularly reported in compliance with international requirements. Fruit fly surveillance systems maintained. Invasive ant surveillance systems maintained.	SPC records, OIE records. Fruit fly surveillance and audit reports. Invasive ant surveillance and audit reports.	SPC Activity Manager.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.
4.4	Technical MA capacity within SPC enhanced.	# and nature of MA submissions and data packages facilitated by SPC for non-PHAMA countries.	Submissions and data packages.	SPC Activity Manager.	6-monthly	Interim 6-monthly Progress Reports. Monthly Exception Reports.

Appendix 10: Draft M&E Framework

	Intervention Logic	Performance Indicators (PIs)	Means of Verification	Responsibility for data collection	Frequency/ deadline	Reporting mechanism
	PROGRAM MANAGEMENT					
	Intermediate Outcome: To effectively and efficiently manage the Program in a manner that is responsive to stakeholder needs.		Independent Quality Review, scheduled for end of PY 2&4.	Quality Review Team.	Scheduled for end of PY 2 and PY 4.	Quality Review Report to PCC and AusAID.
	Outcomes:					
	Program governance arrangements established and operating effectively.	PCC and MAWGs established and meeting routinely. ASPs and M&E reports reviewed and endorsed by PCC. Adequate PS representation on PCC & MAWGs.	PCC and MAWG membership. PCC and MAWG minutes.			Interim 6-monthly Progress Reports. Monthly Exception Reports.
	Program Management Office established and operating effectively.	PMO fully staffed. Staff performing to a satisfactory level. # and type of training conducted for PMO staff. Physical and financial management systems established. Operations Manual, Communication Strategy established and revised. ASPs prepared in timely manner and approved by AusAID. ASPs implemented in an efficient manner. Progress reports prepared in a timely manner. M&E Framework established and effectively implemented. MC and SPC-managed components effectively coordinated. Timely mobilisation of high quality ST TA.	Staffing records and duty statements. Annual staff performance evaluations. 6-mnth Progress and Financial Reports. Training reports. Operations Manual, Communication and ASPs. MEF design. 6-mnthly Progress Reports and Financial Reports External Quality Reviews. TA mobilisation records and contracts.	Program Director, Team Leader & SPC Activity Manager.	On-going.	Interim 6-monthly Progress Reports. Monthly Exception Reports.
	Program effectively coordinated with other relevant donor programs.	# of other donor programs with which PHAMA is formally associated. Nature of cooperation.	6-mnth Progress Reports.	Program Director, Team Leader & SPC Activity Manager.	On-going.	Interim 6-monthly Progress Reports. Monthly Exception Reports.
	Lessons learned systematically reviewed and shared with PICT governments and other donors.	# lessons learned/ sharing workshops conducted; # of participants.	6-mnth Progress Reports. Lessons-learned reports.	Program Director, Team Leader & SPC Activity Manager.	On-going.	Interim 6-monthly Progress Reports. Monthly Exception Reports.

APPENDIX 11

RISK MANAGEMENT MATRIX

Appendix 11: Risk Management Matrix

Risk Class	Risk	Like-lihood	Conse-quence	Rating (1-5)	Mitigation Measures
Management	Lack of Yr 2 budget adversely affects overall performance of Phase 1.	High	Med	4	Maximise pre-startup preparatory work. Have a range of subcontracts fully prepared in Yr 2, ready for implementation from late Yr 2 onwards. Push any infrastructural investments into Yrs 3 and 4. Seek other 'top-up' donor funding for Yr 2.
	Under-expenditure in yrs 3 and 4 perceived as poor performance.	Med	Low	2	Forewarn AusAID of likely difficulties caused by limited Yr 2 budget. Define performance criteria that are not based on disbursement. Clarify mandate of oversight body in relation to performance criteria.
	Inability to attract and retain suitable TA for the PMO and SPC (qualifications, experience, approach and motivation).	Med	High	4	Define recruitment and selection criteria as part of design. Allocate significant time and resources to the selection process. Require non-exclusivity for key personnel in tender. Ensure option for key long term technical advisors to provide scheduled on-going short term inputs, as an alternative to full-time placement.
	Inability to attract and retain suitable NMACs (qualifications, experience, approach and motivation).	Low	High	3	Define recruitment and selection criteria as part of design. Allocate significant time and resources to the selection process. Ensure attractive salary and non-salary benefits. Provide on-going training. Allocate sufficient time and resources for appropriate liaison with PMO TAs.
	Inability to identify and recruit suitable subcontractors (qualifications, experience, approach and motivation).	Low	High	3	Require tenderers to demonstrate knowledge of and access to suitable expertise.
	Difficulty of managing and ensuring integrity of a geographically distributed team.	Low	Med	2	Ensure appropriate internal communication protocols; adequately resource communication equipment.

Appendix 11: Risk Management Matrix

Risk Class	Risk	Like- lihood	Conse- quence	Rating (1-5)	Mitigation Measures
	SPC-managed Component 4 activities insufficiently coordinated with the MC-managed Component 1-3 activities.	Low	Med	2	Physical location of PMO within SPC. Preparation of consolidated planning and monitoring reports, led by the MC. Adoption of a seamless planning and budget approval process. Use of the NMACs as a focal point for PMO and SPC MA-related activities in-country.
	External risks (natural disasters, tensions, economic factors)	Low	Med	2	Security and evacuation procedures in place. Ensure a geographically and sectorally diversified portfolio of activities.
Intervention	Failure to develop a constructive working relationship between industry and government.	Med	High	4	Formation of the MAWG. On-going facilitation by NMACs, assisted by PMO where necessary. Only fund activities if it is clear that the MAWG is functional.
	Inability to identify and attract appropriate members for the MAWG, especially industry representatives.	Med	Med	3	Focus on individuals that have active interest/ responsibility for MA. Focus on cross-sectoral industry representatives. Payment of direct expenses.
	MAWG members do not have time or inclination to engage at the required level.	Med	Med	3	Limited face-to-face meetings. On-going facilitation by NMACs. Payment of direct expenses. Focus on quick wins to develop and retain interest. Keep group small and efficient.
	Failure to follow agreed process for selecting high priority activities.	Low	Med	2	Adequate training in the process. Give some flexibility for MAWG to adjust to meet local needs and conditions. Don't fund activities that are clearly not well prioritised.
	Industry and government unable to agree on MA priorities.	Low	Med	2	Mediation by the NMAC/ PMO staff. Don't fund activities until major differences have been resolved.
	Industry representatives on the MAWG are excessively biased towards vested commercial interests.	Med	Med	3	Select representatives that have cross-sectoral responsibilities. Provide on-going training on MAWG roles and responsibilities. Be prepared to change MAWG members if necessary.

Appendix 11: Risk Management Matrix

Risk Class	Risk	Like- lihood	Conse- quence	Rating (1-5)	Mitigation Measures
	Integrity of the MAWG is compromised by national government policies and agendas, or perceived 'emergency' situations, without regard to industry wishes.	Low	Med	2	Clearly defined criteria for determining priority product/s. Agreed mechanism to assess and prioritise 'emergency' situations. Don't fund activities until major differences have been resolved.
	Exporting country governments remain reluctant to adopt a more proactive approach to communications with importing country agencies.	Med	Med	3	Exposure to negotiation practices of other countries. Joint regional representations (strength in numbers). Direct use of international TA to support more active management of the process.
	Improved MA arrangements fail to result in increased exports.	Low	High	3	Careful selection of priorities following defined criteria. Be prepared to spend time to get appropriate data before pursuing a particular opportunity/ issue. Focus on 'export ready' industries. Actively develop linkages and synergies with other supply chain projects.
	Overall PHAMA work program is excessively focussed on MA into Australia and NZ, with highly limited capacity of Australia and NZ to process requests.	High	Med	4	Encourage MAWGs to spread efforts between different importing countries. Influence MAWGs to identify options relating to improving or maintaining access, in addition to seeking new access. If necessary fund the appointment and maintenance of Pacific Coordinators in DAFF and MAFBNZ.
	Expectations for MA gains exceed capacity to deliver.	High	Med	4	Careful management of expectations by the PMO. Good resourcing to progress activities as speedily as possible. Go for 'low hanging fruit' where early wins are possible.
	Insufficient resources are allocated by PICT governments to support national biosecurity and quarantine services, affecting the ability to competently implement negotiated MA protocols.	Med	Med	3	Use the MAWG as a key forum to get cross-party agreement on priorities and exert some influence on resource allocation. Provide Program funding for key government activities and services directly related to priority products during early years, if necessary. Promote successes to government through effective PR.
	SPC's structural funding issues result in Component 4 resources being excessively diluted, resulting in suboptimal performance.	Low	Med	2	Quarantine SPC's involvement to Component 4. Tie funding to a clearly defined set of activities. Close monitoring of implementation performance. 6-monthly/annual financial disbursements.

Appendix 11: Risk Management Matrix

Risk Class	Risk	Like- lihood	Conse- quence	Rating (1-5)	Mitigation Measures
	The development needs of larger and more accessible target countries are excessively emphasised over those of smaller and more remote countries.	Med	Low	2	Establish a MAWG and locate a NMAC in each country to identify issues and opportunities. Establish max budget allocations for each country, with PCC authority required to exceed these.
Development	Importing government regulatory agencies are reluctant to more actively engage with PICTs, despite improved MA submissions and more active management of the submission process.	Med	High	4	Mobilise experienced international TA to help manage the process. Be prepared to 'go political' through appropriate fora (e.g. PIF).
	Climate change adversely affects the future development and diversification of agricultural industries and trade in PICTs.	??	High	??	Actively monitor impact of climate change on agricultural production, existing exports and export potential. Emphasise PHAMA as a mechanism for actively managing change.
	Increasing energy prices adversely affect PICTs ability to compete in key markets	Med	High	4	Actively monitor impact of energy prices on export feasibility in consultation with other supply chain focused projects. Go for low volume/ high value exports. Emphasise PHAMA as a mechanism for actively managing change.
	Production activities associated with new/ improved MA arrangements result in negative environmental impacts.	Low	Low	1	Focus on high-value, niche products rather than commodities. Explicitly include possible environmental impact in the prioritisation matrix.

APPENDIX 12

TERMS OF REFERENCE FOR LONG -TERM POSITIONS

- 1. TEAM LEADER (INTERNATIONAL)**
- 2. PRINCIPAL MARKET ACCESS SPECIALIST (INTERNATIONAL)**
- 3. QUARANTINE & BIOSECURITY SPECIALIST (INTERNATIONAL)**
- 4. MARKET ACCESS SPECIALIST – SPC (INTERNATIONAL)**
- 5. SENIOR ENTOMOLOGIST – SPC (INTERNATIONAL)**
- 6. NATIONAL MARKET ACCESS COORDINATORS (X4) (NATIONAL)**
- 7. PROCUREMENT/ FINANCE OFFICER (NATIONAL)**
- 8. ADMINISTRATIVE ASSISTANT/SECRETARY (NATIONAL)**

Notes:

A combined TOR is presented for the 2 key technical positions within the PMO – the Principal MA Specialist and the Quarantine/ Biosecurity Specialist –on the basis that there is likely to be considerable crossover in roles and responsibilities. Tenderers will be given flexibility to ‘mix and match’ the particular skill sets of candidates proposed to specific elements of the job description provided. As reflected in the position titles, it is likely that one of the candidates will have more experience in managing the process of gaining market access; the other in the implementation of biosecurity and quarantine measures required to maintain access once gained.

Also note that these 2 positions are costed as full-time positions. It may however prove difficult to attract candidates with the required skills and experience for long-term placement. The option of utilising periodic ST inputs totalling 4-6 months per year, per position, would be an acceptable alternative, provided on-going involvement of the same person could be assured.

All positions with the exception of the Market Access Specialist (SPC) will be recruited and managed by the MC. SPC will be responsible for recruitment and management of the Market Access Specialist located within SPC. The National Market Access Coordinators will be located in the various countries under PHAMA and will have a close working relationship with the Market Access Working Groups, but will report to the PMO.

POSITION: TEAM LEADER (INTERNATIONAL)

LOCATION AND DURATION:

This position will be based in the PMO in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. A moderate amount of travel within the Pacific will be required.

GENERAL DESCRIPTION:

The Team Leader will:

- have overall responsibility for managing the implementation of PHAMA in accordance with the PDD, the contract and the approved Annual Strategic Plans;
- ensure the overall coherence and quality of program implementation, team management, personnel development, stakeholder relations, reporting and adherence to contract conditions; and
- represent the contractor in all dealings with AusAID and outside parties.

S/he will report to and be responsible to the Managing Contractor for all actions taken.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Team Leader will:

1. Recruit, guide and mentor Program staff.
2. Establish robust financial and administrative systems.
3. Establish systems for program planning, monitoring and performance evaluation.
4. Together with the MA Specialist, oversight the contracting and supervision of service providers mobilized to help address particular issues as identified by the MAWG's.
5. Monitor the use and acquittal of Program funds, ensuring funds are applied in line with the contract and approved Annual Strategic Plans.
6. Establish mechanisms that ensure effective communication and coordination within the program. Particular attention should be paid to coordination of PMO-managed and SPC-managed components/activities.
7. Liaise and coordinate with relevant government agencies, private sector organizations, and regional organizations.
8. Liaise with donors and actively investigate opportunities for linking with relevant supply chain development initiatives.
9. Maintain a responsive relationship with the PCC and AusAID by providing timely information, advice and recommendations on all PHAMA matters.
10. Analyse and synthesise project experiences and actively contribute to the on-going development of the PHAMA design.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A post-graduate degree from a recognized University in a relevant field – preferably agricultural economics, agribusiness or rural development.
2. At least 10 years experience working in international development, preferably including experience in the Pacific.

3. A general understanding of the process and issues involved in establishing market access for agricultural products.
4. Proven managerial skills, particularly in:
 - a. Planning, administration and financial management of donor projects;
 - b. Working with and coordinating professional teams;
 - c. Coordinating geographically dispersed development activities;
 - d. Leading AusAID or other donor development activities;
 - e. Effectively liaising with government and non-government organizations.
5. Demonstrated ability to establish strong working relationships with national counterparts at a senior level.
6. Well developed skills in: inter-personal communication; report writing; numeracy; analysis; and networking.
7. Advanced computer literacy.

POSITIONS:

PRINCIPAL MARKET ACCESS SPECIALIST (x1) (INTERNATIONAL) **QUARANTINE & BIOSECURITY SPECIALIST (x1) (INTERNATIONAL)**

LOCATION AND DURATION:

These positions will be based in the PMO in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Frequent travel between Suva and the countries where PHAMA is being implemented will be required.

A combined TOR is presented for the 2 positions on the basis that there is likely to be considerable crossover in roles and responsibilities. Tenderers will be given flexibility to 'mix and match' the particular skill sets of candidates proposed to specific elements of the job description provided. As reflected in the position titles, it is likely that one of the candidates will have more experience in managing the process of gaining market access; the other in the implementation of biosecurity and quarantine measures required to maintain access once gained.

Also note that the 2 positions are costed as full-time positions. It may however prove difficult to attract candidates with the required skills and experience for long-term placement. The option of utilising periodic ST inputs totalling 4-6 months per year, per position, would be an acceptable alternative, provided on-going involvement of the same person could be assured.

GENERAL DESCRIPTION:

The Principal Market Access Specialist and the Quarantine and Biosecurity Specialist will:

- have overall responsibility for development and management of the market access strategies and action plans to be supported under PHAMA;
- ensure the overall coherence and quality of market access strategies developed and implemented by the MAWG in each country;
- ensure coherence between MC-implemented and SPC-implemented components of the Program;
- represent the Team Leader on market access and technical issues when dealing with AusAID and outside parties, as required.

Both positions will report to and be responsible to the Team Leader.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Principal Market Access Specialist and the Quarantine and Biosecurity Specialist will:

1. Assist with the establishment/recruitment, guidance and mentoring of the MAWGs, NMACs, and the SPC-based Market Access Specialist.
2. Provide technical support to the MAWGs, NMACs, and the SPC Market Access Specialist.
3. Oversight the activities of the MAWGs, assisted by the NMACs, related to identifying high priority market access issues and development of action plans to address these issues.
4. Oversight the identification, contracting and supervision of service providers to be mobilised to help address particular market access issues as identified by the MAWGs.

5. Directly assist PICT government NPPOs in market access negotiations, as requested.
6. Oversight the activities of SPC-BAT, promoting maximum coherence between Component 4 activities and Component 1-3 activities.
7. Ensure that market access strategies and activities are in line with relevant international SPS standards (e.g. pest free areas, post-harvest treatments).
8. Liaise and coordinate with relevant government agencies, private sector organisations, and regional organisations (including SPC-BAT) on market access issues.
9. Ensure that market access strategies and activities are appropriately aligned with other donor activities, where relevant.
10. Monitor, report and provide technical input on regional/international biological and quarantine related activities or developments that may impact (adversely or favorably) on technical market access for the PICTs.
11. Investigate and promote opportunities for developing regional market access agreements.
12. Identify and promote the transfer of experiences and 'lessons learned' between participating countries.
13. Provide technical assistance to the PPPO Secretariat as required.
14. Assist the Team Leader to establish mechanisms that ensure effective communication and coordination within the program, especially between the PMO and the MAWGs/NMACs; and between the PMO and SPC-BAT.
15. Assist the Team Leader to establish systems for program planning, monitoring and performance evaluation.

QUALIFICATIONS AND EXPERIENCE:

The successful candidates will have:

1. A graduate degree from a recognised University in a relevant field – preferably agricultural science, animal or plant sciences. For one of the positions a post-graduate degree in animal health or plant protection would be desirable.
2. At least 10 years experience working in relevant technical market access-related areas, preferably including experience in the Pacific.
3. A thorough understanding of the processes and issues involved in establishing market access for agricultural products, and/or developing biosecurity systems enabling safe trade in agricultural products, including:
 - a. Relevant SPS issues underpinning technical market access;
 - b. Quarantine and biosecurity-related issues (e.g. surveillance, incursion response, reporting) that may impact upon technical market access, particularly in the Pacific region; and
 - c. Technical market access, quarantine and biosecurity mechanisms, structures and processes within governments of the PICTs and destination target markets including Australia and NZ.
4. Proven technical market access skills, including:
 - a. Working with industry groups to identify, prioritise and resolve market access issues;
 - b. Working with industry groups to develop and establish appropriate surveillance and monitoring systems in support of market access;
 - c. Development and evaluation of technical market access submissions, data packages and strategies;
 - d. Experience in the conduct of risk analyses related to export market access requests;

- e. Experience in the identification, commissioning and supervision of technical market access related R&D;
 - f. Experience in bilateral market access strategy development and negotiations, preferably at senior government level; and
 - g. Experience in developing the capacity of quarantine/ biosecurity agencies to protect trade.
- 5. Demonstrated ability to establish strong working relationships with national counterparts at a senior level.
- 6. Well developed skills in: inter-personal communication; report writing; numeracy; analysis; and networking.
- 7. Advanced computer literacy.

POSITION: MARKET ACCESS SPECIALIST – SPC (INTERNATIONAL)

LOCATION AND DURATION:

This position will be based within the SPC-LRD in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Frequent travel between Suva and PICTs will be required.

GENERAL DESCRIPTION:

The SPC Market Access Specialist will:

- have overall responsibility for management of PHAMA Component 4 activities within BAT, in consultation with the BAT Coordinator and the PMO-based Principal Market Access Specialist, and in accordance with AusAID's contract with SPC for implementation of Component 4 activities;
- act as a key liaison point for the PMO within SPC-BAT;
- ensure the overall coherence and quality of PHAMA-supported activities implemented by SPC-BAT;
- extend the provision of market access-related assistance to other PICTs not directly included under PHAMA; and
- represent SPC-BAT on market access and technical issues, as required.

S/he will report to and be responsible to the BAT Coordinator for all actions taken. This position is also expected to develop and maintain a close working relationship with the PMO-based technical assistance.

SPECIFIC TASKS AND RESPONSIBILITIES:

The SPC Market Access Specialist will:

1. Assist PICTs not covered under Components 1-3 to identify high priority market access issues and develop action plans to address highest priority issues, in consultation with the PMO Principal Market Access Specialist and the BAT Coordinator.
2. Provide technical market access support (e.g. for the preparation of market access submissions and data packages) to PICTs not covered under Components 1-3.
3. Provide technical support to PICTs for the conduct of import risk analyses for agricultural and horticultural products from other PICTs (to facilitate timely consideration of market access submissions and hence regional market access).
4. Oversight the identification, contracting and supervision of market access and R&D service providers mobilised to help address particular high priority market access issues 'approved' for support by SPC.
5. Oversight the development and operation of the market access 'Helpdesk' facility to PICTs.
6. Together with the PMO-based Principal Market Access Specialist develop mechanisms that ensure effective coordination between PMO-managed and SPC-managed components/activities.
7. Monitor, report and provide technical input on regional/international biosecurity and quarantine related activities or developments that may impact (adversely or favorably) on technical market access for the PICTs not covered by PHAMA Components 1-3.

8. Provide technical market access related assistance to the PPPO Secretariat as required.
9. Provide inputs to the PHAMA annual planning and monitoring processes as required by the PHAMA Team Leader.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A graduate degree from a recognised University in a relevant field – preferably agricultural/horticultural science, animal or plant sciences.
2. At least 5 years experience working in technical market access related areas, preferably including experience in the Pacific.
3. An understanding of the processes and issues involved in establishing and maintaining market access for agricultural products including:
 - a. Relevant international SPS issues underpinning technical market access;
 - b. Quarantine and biosecurity-related issues (e.g. surveillance, incursion response, reporting) that may impact upon technical market access, particularly in the Pacific region; and
 - c. Technical market access, quarantine and biosecurity mechanisms, structures and processes within governments of the PICTs and destination target markets including Australia and NZ.
4. Proven technical market access skills, including:
 - d. Working with industry groups to resolve market access issues;
 - e. Working with industry groups to develop and establish appropriate surveillance and monitoring systems in support of market access;
 - f. Assisting in the development of technical market access submissions and strategies;
 - g. Experience in the conduct of risk analyses related to market access requests;
 - h. Experience in the evaluation of market access related research and development;
 - i. Experience in bilateral market access strategy development and negotiations, preferably at the senior government level; and
5. Demonstrated ability to establish strong working relationships with national counterparts at a senior level.
6. Well developed skills in: inter-personal communication; report writing; numeracy; analysis; and networking.
7. Advanced computer literacy.

POSITION: SENIOR ENTOMOLOGIST – SPC (INTERNATIONAL)

LOCATION AND DURATION:

This position will be based within the SPC-LRD in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Frequent travel between Suva and the countries where PHAMA Components 1-3 is being implemented, as well as other Pacific Community members will be required.

GENERAL DESCRIPTION:

The Senior Entomologist will:

- have overall responsibility for the verification of all insect records from PICTs to ensure timely public access of PICTs' records maintained in the Pacific Pest List Database (up-to-date and validated data on plant pests and diseases being essential for the preparation of market access submissions for exports);
- provide expert diagnostic support, including training of national staff, for market access-related surveillance programs;
- liaise with SPC-Plant Health Group entomologists and plant pathologists to coordinate the maintenance and update of the Pacific Pest List Database in response to pest and disease surveys supported by other programs (e.g. FACT II); and
- ensure the overall coherence and quality of PHAMA-supported diagnostic/identification services (e.g. short term TA) implemented by SPC.

S/he will report to and be responsible to either the Plant Health Coordinator or BAT Coordinator, as SPC sees fit, for all actions taken. This position is also expected to develop and maintain a close working relationship with the PMO-based technical assistance.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Senior Entomologist will:

1. Identify insects collected in the course of fruit fly surveillance undertaken in the 22 PICT members of the Pacific Community. Identifications may be required of the Senior Entomologist as part of fruit fly surveillance audit; verification of specimens with a preliminary identification by national staff ; as well as identifications undertaken directly for PICTs without the appropriate entomological capacity.
2. Identify insects collected in the course of invasive ant surveillance undertaken in Pacific Community members. Identifications may be required of the Senior Entomologist as part of invasive ant surveillance audit; verification of specimens with a preliminary identification by national staff; as well as identifications undertaken directly for PICTs without the appropriate entomological capacity.
3. Verify entomological records and/or specimen identifications from the 22 PICT members to facilitate timely public access to all entomological records in the Pacific Pest List Database.
4. Advise the BAT Coordinator on appropriate changes to procedures for fruit fly surveillance and invasive ant surveillance, and communicate any approved changes to PICTs.

5. Assist in BAT training programmes for national PICT representatives involved in fruit fly surveillance and invasive ant surveillance, where appropriate focusing on diagnostics and preservation/curation of specimens.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A graduate degree in zoology/agricultural science from a recognised University, preferably including entomology papers AND a post-graduate degree on a relevant entomological topic(s).
2. At least 5 years experience working in a plant protection diagnostic laboratory, preferably including experience with Pacific fauna such as tephritid fruit flies.
3. An understanding of the phytosanitary-related processes involved in establishing and maintaining trade in agricultural/horticultural products including:
 - a. Familiarity with relevant international standards for phytosanitary measures (ISPMs) underpinning technical market access; and
 - b. Quarantine and biosecurity-related matters (e.g. pest survey design, surveillance, incursion response, reporting) that may impact upon technical market access, particularly in the Pacific region.
4. Internationally-recognised diagnostic/taxonomic skills, as demonstrated by:
 - c. A strong publication record in relevant peer-reviewed entomological or taxonomic journals; and
 - d. Established collaborative research projects with other diagnostic scientists and/or taxonomists.
5. Demonstrated ability to establish strong cooperative relationships with international counterparts involved in providing diagnostic services and/or related research (e.g. CABI).
6. Well developed skills in: inter-personal communication; scientific report writing; analysis; and networking.
7. Advanced computer literacy.

POSITION: NATIONAL MARKET ACCESS COORDINATORS (X5) (NATIONALS)

LOCATION AND DURATION:

A full-time NMAC will be appointed for Fiji, Tonga, Samoa, Solomon Islands and Vanuatu.. The positions will be based in-country, co-located with a relevant industry or government organization.

NMACs will be locally recruited by the PHAMA PMO. The initial contracts will be for a 3 year period through to the end of Phase 1 in mid 2013. Occasional travel to the PMO in Suva, or to other PICTs, will be required.

GENERAL DESCRIPTION:

The NMACs form a critical link in the program management structure, providing an operational link between Market Access Working Group (MAWG) members, and between the MAWGs, the PMO and SPC. They will be the key in-country contact points for the overall Program, responsible for:

- providing secretariat support to the MAWGs in each country;
- assisting with the identification of priority market access issues and development of corresponding workplans;
- coordination of activities being supported by PHAMA to help address particular issues; and
- monitoring of in-country activities and results.

The NMACs will report to the PHAMA Team Leader through the Principal Market Access Specialist. They will also be expected to maintain a particularly close working relationship with the chairman of the MAWG.

SPECIFIC TASKS AND RESPONSIBILITIES:

The NMACs will:

1. Provide administrative support to the MAWG, including convening and coordinating MAWG meetings.
2. Facilitate communication and coordination between MAWG members.
3. Provide an operational linkage between the MAWG, the PMO, and SPC.
4. Assist with the development of annual workplans, in line with PMO requirements.
5. Assist the MAWG and PMO to identify the need for external TA to address priority market access issues, where possible identifying suitable local TA resources.
6. Assist the MAWG to coordinate the implementation of market access activities being funded by the Program.
7. Monitor the implementation of PHAMA-funded activities, in line with PMO requirements.
8. Coordinate with other market access and supply chain development activities, including other donor-supported initiatives.
9. Work with emerging exporters of priority products to build capacity in the implementation of required quarantine procedures.

QUALIFICATIONS AND EXPERIENCE:

Successful candidates will have:

1. A graduate degree in a relevant field – preferably agricultural economics, agribusiness, trade development, or agricultural science.
2. At least 5 years experience working in a relevant field. Ideally this will include experience in establishing market access arrangements for agricultural/ horticultural export industries, either with government or industry.
3. A basic understanding of the technical quarantine/ biosecurity issues involved in gaining and maintaining access for agricultural products. Detailed technical knowledge is not required but an ability to understand and communicate issues to the MAWG, PMO and SPC will be required.
4. Demonstrated ability to work with both government and industry stakeholders.
5. Demonstrated ability to actively network and coordinate activities across a team.
6. Well developed inter-personal communication and writing skills.
7. Computer literacy.

POSITION: PROCUREMENT/ FINANCE OFFICER (NATIONAL)

LOCATION AND DURATION:

This position will be based in the PMO in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Occasional travel to countries covered under the Program may be required.

GENERAL DESCRIPTION:

Under the direction of the Team leader, the Procurement/ Finance Officer will be responsible for establishing and managing the PMO's procurement and financial control systems, including:

- preparation and management of annual operating budgets;
- coordination and submission of estimates on administration and program running costs;
- procurement, including contracting and oversighting the financial performance of subcontractors engaged by the Program; and
- monitoring of expenditure.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Procurement/ Finance Officer will:

1. Assist the Team Leader to prepare consolidated Annual Strategic Plans (ASPs) for the Program.
2. Assist SPC and the MAWGs/ NMACs with preparation of annual workplans for Component 4 activities and in-country activities, respectively; for incorporation into the ASPs.
3. Manage the procurement of all goods and services for the PMO, in line with AusAID procurement guidelines. This will involve a significant level of subcontracting to external service providers.
4. Establish and manage electronic and paper-based systems to record PMO purchase orders, contracts, claims for payment, and expenditures.
5. Ensure that PMO financial records and accounts, both paper and electronic, are efficiently managed and kept up-to-date.
6. Routinely liaise with the MC through the Team Leader on funding allocations, charge codes and required financial management procedures and reporting formats.
7. Establish and manage a petty cash system for the PMO and the NMACs, including advances, accountable expenditures and reimbursement of claims.
8. Prepare consolidated 6-monthly financial reports covering PMO and SPC expenditures for submission to AusAID, ensuring that actual expenditures are approximately in line with ASP approvals.
9. Prepare *ad hoc* financial reports for the Team Leader and AusAID, as required.
10. Assist AusAID to engage local auditors to undertake audit services in line with the procurement guidelines, including contract preparation and finalization; and ensure that appropriate preparations are completed by the PMO prior to the annual audit.
11. Establish and manage a payroll system for locally-hired staff, covering salary rates, pay increases, overtime, bonuses, termination, and other salary and allowance payments; and overtime and pay variation advice forms.
12. Assist the Team Leader with preparation of a simple financial procedures manual.

13. Provide training to PMO staff in the operation of relevant financial procedures and systems, as required.
14. Perform other financial management tasks as directed by the Team Leader.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. Relevant tertiary qualifications in accounting/financial management.
2. A minimum of 5 years work experience in financial management, preferably including experience working for an international development agency.
3. Demonstrated experience in the establishment and operation of financial control systems.
4. Demonstrated experience in procurement and payment procedures.
5. Demonstrated experience in managing subcontractors.
6. Sound organisational skills, and a demonstrated ability to set priorities and meet deadlines and to work under minimal supervision.
7. Adequate working knowledge of written and spoken English.
8. Advanced computer literacy, including a sound knowledge of computerized accounting systems.

POSITION: ADMINISTRATIVE ASSISTANT/ SECRETARY (NATIONAL)

LOCATION AND DURATION:

This position will be based in the PMO in Suva, Fiji; and will initially be for a 3 year period through to the end of Phase 1 in mid 2013. Occasional travel to countries covered under the Program may be required.

GENERAL DESCRIPTION:

Under the direction of the Team Leader, the Administrative Assistant/ Secretary will be responsible for the day-to-day administrative management of the PMO. The position will also play a key role in facilitating liaison between the PMO, SPC, the MAWGs.

SPECIFIC TASKS AND RESPONSIBILITIES:

The Administrative Assistant/Secretary will:

1. Manage the general operation of the PMO on a day-to-day basis, ensuring the office is run effectively and efficiently at all times.
2. Facilitate routine liaison between the Team Leader, SPC and the MAWGs.
3. Establish and manage electronic and paper filing systems for the PMO.
4. Ensure email and internet security protocols are established, and that all electronic data relating to Program activities is securely managed under central control.
5. Establish and manage registers for PMO assets; incoming and outgoing correspondence; and short term consultants and sub contractors used engaged by the PMO.
6. Manage the recruitment, mobilisation and orientation of any new PMO staff and short-term advisers.
7. Maintain relevant personnel records for all PMO staff, including a record of official PMO staff movements, staff leave, etc.
8. Directly supervise any administrative support staff employed by the Program (e.g. drivers, security).
9. Assist the Team Leader to implement a performance appraisal system for PMO staff.
10. Coordinate travel arrangements for PMO staff.
11. Assist with the organization of PCC meetings, including preparation of meeting agendas and minutes.
12. Organise repairs and maintenance of PMO office facilities and equipment.
13. Assist with the preparation of PMO manuals, reports and other documentation as required.
14. Manage the distribution of relevant reports and documents to AusAID, SPC, MAWGs, partner governments etc as required.
15. Assist the Team Leader with preparation of a simple administrative procedures manual.
16. Perform other administrative tasks as directed by the Team Leader.

QUALIFICATIONS AND EXPERIENCE:

The successful candidate will have:

1. A minimum of 3 years work experience in office administration, finance and human resources management, preferably including experience working for an international development agency.
2. Sound organizational skills, a demonstrated ability to set priorities and meet deadlines.
3. Demonstrated ability to work independently and exercise initiative.
4. Ability to work sensitively and cooperatively with people in a multicultural environment.
5. Fluency in written and spoken English including a demonstrated ability to prepare correspondence and reports in English.
6. Excellent communication, interpersonal and teamwork abilities.
7. A high level of computer literacy, including a sound knowledge of word processing and spreadsheet applications.
8. Desirable but not essential: Relevant tertiary qualifications