Consolidated Farm to Table Terminal Evaluation Report for Fiji and Vanuatu

Executive Summary

The Farm to Table Project was designed originally as one regional programme but has been implemented as two separate programmes. The project was focused on organic farming to improve self-reliance, reduce food imports and improve nutrition. The Farm to Table Project was a UNDP joint programme (JP) on inclusive economic growth. The overall objective of the project is *to create employment opportunities for youth in organic agriculture through a value chain approach.* The project sites were Fiji and Vanuatu; and was a total investment of about USD$500,000 for each of the countries.

The joint partnership was between UNDP, SPC, POET Com, FRIEND in Fiji and the farming communities in Saivou district in the Province of Ra in the Western Division of Fiji. In Vanuatu, the project was a joint partnership between UNDP, SPC/POET Com, FSA and the farming communities and enterprises. The project was implemented for over 2 years and it ended on the 31st of December 2018.

The purpose of the **Terminal Evaluation (TE)** was to review all aspects of the Farm to Table Project based on the overview of assistance to the organic vegetable farming in the agriculture sector to the farmers or companies in the supply chain. Investments of the farmers or companies in the supply chain following the support were also assessed. The impacts on organic agriculture production in Fiji and Vanuatu and enterprises in the supply chain were also assessed.

Overall, the Farm to Table Project's implementation in both countries have focused on organic certification of PGS (Participatory Guarantee System) Groups. This has been very successful in Vanuatu with more than 3,300 farmers having being certified along with three certified organic products (peanuts, coffee and cassava flour) by three enterprises. There were 3,300 PGS Groups established in Vanuatu. In Fiji 330 farmers were certified and five PGS groups with one organic product (cassava flour) and one social enterprise. A PGS certification review committee was established by FRIEND. In addition, a new organic restaurant was also established by FRIEND in Fiji.

The Farm to Table Project has also developed knowledge products for both countries. Ten knowledge products (Organic Simplified Booklet, PGS guideline, Seasonal Crop Calendars, Adaptation Techniques, Good Agricultural Practices, How to Grow Herbs, Intercropping, Organic Farmer Cooperative Structure, 3 video recipes and a food processing guideline) were developed by FRIEND in Fiji. In Vanuatu, five knowledge products (Growing organic crop nurseries flier, Cooking Soil flier, Growing organic peanuts flier, Harvesting and processing organic peanuts flier, Preparing seeds for organic nurseries flier, Vanuatu Participatory Guarantee Standard and Vanuatu Participatory Guarantee Guidelines) were developed by FSA in Vanuatu.

The five project evaluation ratings for **sustainability, achievements of objectives, implementation approach, stakeholder participation and public involvement and monitoring & evaluation** have been rated the Farm to Table Project in Fiji satisfactory. The five evaluation ratings for the project in Vanuatu were all rated highly satisfactory.

List of Acronyms

SPC - Secretariat of the Pacific Community

IACT - Increasing Agriculture Commodity Trade

IFAD – International Fund for Agricultural Development

IFOAM – International Federation of Organic Agriculture Movements

ILO – International Labour Organization

ROTC – Regional Organic Task Force

SPREP – Secretariat of the Pacific Community

EU - European Union

FJD - Fijian Dollars

TC - Tropical Cyclone

EOI - Expression of Interest

RFP - Request for Proposal

MoA - Ministry of Agriculture

MoFF - Ministry of Forests and Fisheries

FCLC - Fiji Crop and Livestock Council

FFPEA - Fiji Fresh Produce Exporters Association

PHAMA - Pacific Horticultural and Agricultural Market Access

BQA - Bilateral Quarantine Agreement

FAO - Food and Agriculture Organization

MOA - Memorandum of Agreement

ACIAR - Australian Centre for International Agricultural Research

USA - United State of America

ITC - International Trade Centre

HACCP - Hazard Analysis and Critical Control Points

UTZ - UTZ Certification

PGS - Participatory Guarantee System

RFQ - Request for Quotation

CDP - Couriers of Documents and Parcels

USP – University of the South Pacific

UN - United Nations

WHO - World Health Organization

EUR – Euro

Table of Contents

1. Introduction

1.1 Purpose of the Evaluation Mission

The Project entitled: *Engaging Youth in Fiji and Vanuatu in Organic Farming*: *A Farm to Table Value Chain Approach* is focused on *creating employment opportunities for youth in organic agriculture through a value chain approach.* This Project's implementation began on the 4th of January 2016 and it ended on the 31st of December of 2018. A budget of USD$500,000 has been allocated for each of the countries. The Project is referred to in this report as the Farm to Table Project.

The Farm to Table Project was funded by the Sustainable Development Goals Fund (SDG Fund) which is an international development fund (multi-donor and multi-agency) created in 2014 by the United Nations. The mandate of the SDG Fund is to support sustainable development projects in 23 countries through an integrated and multidimensional joint programmes. It also addresses the challenges of poverty and promotes the 2030 Agenda for Sustainable Development and to achieve SDGs.

The Farm to Table Project has been implemented as a Joint Programme (JP) by UNDP, the Secretariat of the Pacific Community (SPC) through Pacific Organic and Ethical Trade Community (POET Com) and the Foundation of Rural Integrated Enterprises & Development (FRIEND) in Fiji. It was implemented by UNDP, the Secretariat of the Pacific Community (SPC) through Pacific Organic and Ethical Trade Community (POET Com) and the Farms Support Association (FSA) in Vanuatu. The project supported a social enterprise (FRIEND) and vegetable subsistence farmers in the newly established organic sector. Farmers have also suffered after the devastations of the Category 5 TC Winston in Fiji. In Vanuatu, the project supported three enterprises (Tanna Coffee, Nasituan and Lapita Café) and farmers in the established organic sector.

The purpose of the evaluation is to review all aspects of the Farm to Table Project. This included progress made towards achieving project activities, relevance, efficiency, effectiveness and sustainability of project implementation and results, highlights of key achievements and challenges, lessons learnt on how the processes contributed to the achievements of the project. The evaluation also focused on the evaluation of the impact of the support provided by the Farm to Table Project on organic farming in Fiji and Vanuatu. In Fiji, the organic farming sector is a new sector and also the impact on the recovery of communities in the five villages after TC Winston was also assessed.

1.2 Methodology of the Evaluation

1.2.1 Methodology Overview

In accordance with the accountability and adaptive management policies of UNDP, the TE approach was to be undertaken to comply with the UNDP Evaluation Policy of 2011 which emphasized the need to assess the efficiency and effectiveness of a project delivering its expected results during project evaluations. The guidelines provided in the Terms of Reference (Annex II) provided by UNDP Pacific Office in July of 2018 also guided the TE.

The TE's aim was to identify potential project design problems, assessed progress towards the achievement of objectives, identified and documented lessons learnt and repeatability, and made recommendations regarding specific actions that might be taken to improve future projects. The TE's role was also to provide an evaluation of the implementation and management of the Farm to Table Project by identifying factors that have facilitated or impeded the achievements of the project objectives and outputs.

The TE has made recommendations and lessons learnt to assist in defining directions for any Farm to Table future projects. The key beneficiaries for the TE included UNDP, Pacific SIDS, Fiji government, Pacific regional organizations (SPC, SPREP, PIFS), relevant donor organizations and industry and non-government organizations (SPC/POET Com, FRIEND, FSA, Lapita Coffee, Tanna Coffee, Nasituan). The objectives of the TE, therefore, were to examine the project, promoted financial accountability, and provided feedback on key project performances.

1.2.2 Approach

The TE began on the 14th of September 2018 and was completed on the 30th January 2019. The field missions to Fiji and Vanuatu to review the Project were undertaken from the 14th September to the 7th October 2018.

During the field missions, formal and informal consultations were undertaken with the stakeholders. This generally comprised initial, informal discussion on the Project and TE objectives, general project results and issues, followed by a questionnaire where appropriate. Topics and levels of detail covered varied according to the informants' roles in the Project. For example, Heads of Government Departments were interviewed more on the general level of support from the executing and implementing agencies

and general outcomes within their Departments, the Project performances, and wider governance issues. Those who were actively involved in the Project were questioned more on technical details, training needs and effectiveness of Project activities and Project implementation. Social and other consequences of the organic farming such as gender issues, equity and agricultural policies were discussed with heads of sections in government, non-government organizations, farmers and communities.

Detailed discussions were held with the main agencies and partners (FRIEND, SPC/POET Com, FSA, UNDP, communities, etc.) regarding Project details, deliverables, management, administration, communications and coordination, and financial effectiveness and accountability. During the field visits, the consultant observed farms and also interviewed farmers and community members. In particular, the consultant paid particular attention to farming activities used by farmers visited. Farmers, community leaders, men and women were interviewed during the field visits.

In particular, the consultant assessed the use of training materials and the use of focus groups to stimulate discussions during meetings. UNDP, SPC/POET Com, FSA and FRIEND staff members accompanied the consultants to assess the enterprises and also to visit and interview farmers in the villages. A qualitative assessment of all indicators was assessed. A results framework analysis included all indicators based performance assessment of the results framework.

1.3 Key Issues Addressed

Fiji and Vanuatu governments has been under-going rapid development in recent years. The Farm to Table Project is relatively small when compared to other larger initiatives by the governments, aid donors, non-government organizations (NGOs) and other regional organizations.

At the core of the Farm to Table Project was the need to support the development of capacity building of institutions to actively deliver project outputs. Therefore, a key issue for the Farm to Table Project and its evaluation was whether the approaches and methods used have been effective in engaging major stakeholders. The TE has also considered the achievements and impacts of the project in terms of its outputs and activities, the inception workshop report and the log-frame, strengths and weaknesses of project design and strategy, impacts on promoting local participatory decision-making and local governance, sustainability of project results, key challenges that have

hindered project objectives, key lessons learnt to increase awareness and advocacy of organic farming through networking and project partnerships.

1.3.1 Structure of the Evaluation Report

1.3.2 Report Details

The guidelines for the reporting requirements of the evaluation are included in the Term of Reference (Annex II) for the Farm to Table Project. The criteria used to assess project outputs and activities were on project design, project implementations and results.

The TE assessed the overall project design and to what extent it remained valid. The TE also assessed the project's concept, strategy and approach within the context of effective capacity development and sustainability. It also further assessed the approach used in the design and whether the selected intervention strategy has addressed the root causes and principal threats in the project area.

The TE also assessed the extent to which project management has been effective, efficient and responsive. It specifically addressed the clarity of roles and responsibilities of the various institutional arrangements for project implementation, and the level of coordination between relevant players (including the role by UNDP and SPC as Implementing Agencies, partnerships roles of POET Com, FSA and FRIEND, and the role of the Ministry of Agriculture in Fiji and Vanuatu. It also considered the review processes and the annual reviews for the project.

The evaluation also explored the relevance, efficiency of implementation and sustainability of project operational activities and project key performances. Evidence displaying how the project outputs have influenced the project performances was particularly noted.

The promotion of participatory processes by the project was evaluated and an assessment of how behaviour has affected organic farming activities at the community level was also undertaken.

The governance issues related to the project execution and performance was evaluated and how they have impacted the achievements of project outputs and activities. The project's contribution to good governance and accountability and transparency at all levels of governance was examined. The evaluation also highlighted the lessons learnt

and the best practices to address issues particularly in relation to relevance, performance and success of the Farm to Table Project.

1.3.3 Structure of the Report

The executive summary of the evaluation is provided at the beginning of the report, and the main body of the report has three sections. The first section of the main body is the introduction to the evaluation of the report. The second section presented is the Project background and its development context. This section included the problems that the Project was seeking to address.

The third section discussed the evaluation findings in three parts. The first part of this section addressed the project concept, strategy and design while the second part addressed the arrangements for the project management and implementation. The third part reported on the project results. Then finally the report concluded with the Summary of Findings, Recommendations from the Evaluation and Lessons Learnt.

2.0 The Project and its Development Context

2.1 Project Background

2.1.1 Problems that the Farm to Table Project was seeking to address

The goal of the Farm to Table Project is to ensure that the sustainability and resilience of organic farming at the supply chain level and at the community level were fully recognized and addressed. The purpose of the project, therefore, was to address enterprises, farmers and communities through organic farming production in the two countries.

The organic farming practices were also to sustain their livelihoods and build their resilience after natural disasters with particular emphasis in the organic production of fresh vegetables and root crops. The Project was also to establish PGS groups within the sites and document PGS groups for organic certification and certifying organic farmers and products within the PGS groups established.

2.2.1 Goals, Objectives and Strategy

The **Farm to Table Project** implementation of project activities began on the 4th January 2016 and it ended on the 31st December 2018. The Project goal was to improve resilience of local communities, farmers, social enterprises and businesses in the supply chain in the organic farming sector.

2.2.2 General Overview of Assistance and Types of Support

In Fiji, the Farm to Table Project assisted more than 330 beneficiaries with equipment, materials and training in organic farming (Source: Database of all beneficiaries for the Farm to Table Project). The assistance also supported value addition processing and certification of organic farming in the 5 villages in Fiji.

The assistance in Fiji directly benefitted an additional 500 farmers, and further assisted a social enterprise and non-government organization (FRIEND) that is the key trader in the supply value chain. The assistance, therefore, benefitted beneficiaries (semi-subsistence farmers in the fresh produce vegetable sector, participatory guarantee system (PGS) clusters and a social enterprise).

The types of support in Fiji to the sectors involved procurement processes for vendors. For example, the Farm to Table Project procured processing equipment for cassava flour processing, coolers, chiller truck and wheel barrows. The Farm to Table Project also purchased equipment and materials from different vendors. Solar dryers and freeze drying equipment were some of the equipment and materials that were purchased to assist the beneficiaries.

The Farm to Table Proj**ect** in Vanuatu assisted more than 3,300 beneficiaries with equipment and materials (FSA Database of all beneficiaries in Vanuatu). The assistance also supported value addition processing of certified organic manioc flour, roasted coffee, roasted peanuts and supported training of farming communities in Vanuatu on organic farming.

The assistance directly benefitted an additional 5000 individual farmers, and further assisted enterprises organization that are key traders in the supply value chain. The assistance benefitted beneficiaries in the fresh produce vegetable, coffee, peanuts, kava and sandalwood sectors, participatory guarantee system (PGS) clusters and enterprises.

The types of support in Vanuatu to the sectors involved procurement processes for vendors. For example, the Farm to Table Project procured from vendors were processing equipment for organic coffee and cassava flour, quads, wheelbarrows, water tanks and farming tools

2.2.3 Project Implementation Arrangements, Main Stakeholders and Beneficiaries

The project implementation management arrangements were as follows: UNDP was the leading executing agency for the Farm to Table Project, and SPC/POET Com was the implementing partner. UNDP and SPC/POET Com were both responsible for all financial management arrangements. Both UNDP and SPC use their financial systems to disburse funds and for financial accountability. SPC/POET Com played a key role in implementing the Farm to Table Project in Fiji and Vanuatu.

SPC/POET Com through the Project Organic Production and Systems Officer and Financial Project Officer supervised the overall operational and financial management of the project through its record keeping. The Project Organic Production and Systems Officer, Financial Project Officer and the Project Communications Officer were also

responsible for the financial reporting, field visits, monitoring, auditing of assets, liaising with stakeholders and suppliers; and reporting to SPC and UNDP in accordance with all SPC financial and management requirements.

One of the Project Organic Production and Systems duty was to coordinate all activities with FRIEND and FSA, other government and non-government agencies and stakeholders. The Project Organic Production and Systems Officer also ensured that the project activities were delivered on time and the project funding were utilized according to the project activities.

The main stakeholders of the project included the communities in villages, farms, social enterprises and businesses in the supply chain and government agencies in Fiji and Vanuatu. The project's technical agencies included the Departments of Agriculture in Fiji and Vanuatu, FRIEND, FSA, POET Com and the SPC Land Resources Division (LRD). These were also the beneficiaries of the project.

2.3 Results Expected

At the end of the Farm to Table Project, the various stakeholders should have the capacity to improve livelihood and resilience in the areas of organic farming and food security in Fiji and Vanuatu. In essence, the Farm to Table Project is expected to contribute towards the mitigation of disaster risk management and food security through the promotion of organic farming that will also maintain food security and at the same time contribute directly to the environment, economic and social wellbeing of the people of Fiji and Vanuatu. The Farm to Table Project is expected to build capacity for organic farming, food security, livelihood, and disaster risk management for the landowners, business owners in the supply chain, resource owners, farmers, village communities and civil societies.

3.0 Evaluation Findings

3.1 Introduction

This section of the report provides the consultant's evaluation of the Farm to Table Project formulation, implementation and results. The evaluation specifically assessed the project implementation and impacts as required by the ToR. The consultant also provided an overview of the findings. Similarly, a rating of project performances was used to rate performances in project implementations and project results.

3.2 Project Formulation and Strategy

3.2.1 Project Formulation

Stakeholder Participation

UNDP, SPC/POET Com and FRIEND are the main leading agencies for project implementation in the Farm to Table Project in Fiji. The project has also given all partners greater visibility at the grass-root level especially with the five village-based communities. This partnership has also empowered farming communities to carry out the project at the community level and also at the trading level to benefit farmers in the supply chain.

The evaluation considers that the Farm to Table Project formulation was designed to engage youth in organic farming in Fiji. It was not designed for recovery effort and to support assistance to farmers after a major cyclone disaster. The Farm to Table Project was also trying to introduce a new concept (organic farming) to farmers who are located in a community setting and at the same time assist in recovery from the impact of a Category 5 Cyclone. The village communities have had their houses destroyed and also their farms destroyed after the cyclone and were trying to recover from the impact of a major cyclone disaster. At the time of the evaluation (2 and a half years after the cyclone), villagers were still to recover from the impact of the devastating cyclone and were still rebuilding houses that have were destroyed by the cyclone at the project sites.

The evaluation considers that the scenario to focus on developing organic farming while trying to recover from a major cyclone at the same time seems gloomy right from the beginning of the project start up. The absence of 3-month consultation at the start of the project also compounded the problem and prevented further discussions on the project adaptation with partners.

The evaluation also considers that the absence of the 3-month design period was a challenge for the project. Had there been a 3-month period of consultation with the stakeholders on the project design, project sites and the types of agricultural sector that were to be supported by the project, it would have been more beneficial to the project. For example, the Cocoa and the Coffee sectors would have been two of the commodities that could have been chosen for organic farming and to support recovery from the impact of the cyclone. These two commodities have existing supply chains (Adi Chocolate and Bula Coffee) and farmers were also affected by the cyclone. The Cocoa and Coffee farmers are also closely linked to organic farming practices. SPC/POET Com clearly stated that having additional project goal to address the recovery of farmers after the cyclone was given by UNDP and made project implementation a challenge.

The evaluation also considers the momentum of the project was sustained consistently throughout the life of the Farm to Table Project because of FRIEND's involvement as a non-government organization and also as a social enterprise. SPC/POET Com have considered FRIEND as an important implementing partner and also an existing small social enterprise which enabled FRIEND to develop a new organic restaurant and buy organic products for its newly established organic restaurant as part of the supply chain. FRIEND also bought organic vegetables for its restaurant from the Farm to Table project sites. The Evaluation considers that, in this case, FRIEND was an important project implementing partner as a non-government organization and also a small social enterprise in the supply chain because of the newly established organic restaurant.

In Vanuatu, UNDP, SPC, POET Com and FSA are the main leading agencies for project implementation of the Farm to Table Project. The project has also given all partners greater visibility at the grass-root level especially with the farming communities and enterprises. This partnership has also empowered farming

communities to carry out the project at the community level and also at the trading level to benefit farmers in the supply chain.

The evaluation considers that the Farm to Table Project formulation in Vanuatu was well designed and was adapted to Vanuatu's situation. The Project was implemented over a 2-year period and was relevant and sufficient for a budget of USD500,000. The Farm to Table Project in Vanuatu has been strategic in assisting enterprises in the supply chains, farmers, nurseries, farming associations and farmers at the community level for the various sectors.

The evaluation commends FSA as a leading implementing partner agency because of the effectiveness of project activities and the impact the project has on enterprises and farmers. The financial system and management of the project has been followed rigorously to ensure financial accountability. Therefore, the bottleneck and the bureaucracy of the Vanuatu government financial system has been avoided and all expected delays and risks in disbursement and reporting have been avoided as well.

Country Ownership

There is relatively a good level of country ownership of the Farm to Table Project from the grass root level through the involvement of farming communities in the various sectors in Fiji. There is also a good level of country ownership with FRIEND and SPC/POET Com and with the farmers in the five villages.

The evaluation considers that the Department of Agriculture have been actively engaged in the draft organic farming policy for the Farm to Table Project. The evaluation notes that the development of a draft organic farming policy for the nation is an exit strategy for the project in Fiji. The involvement of government agencies in the formulation of the organic policy for Fiji was an important for country ownership of the Farm to Table Project and for sustainability of organic farming in Fiji. However, the Evaluation has noted that the development of the organic farming policy for the nation is one highlights of the impact of the Farm to Table Project in Fiji that has also engaged government agencies and stakeholders for organic farming.

There was a high level of country ownership of the Table to Farm Project from the grass root level through the involvement of farming communities in the organic farming sector in Vanuatu. There was also a high level of country ownership with FSA and also

with the relevant government agency (Department of Agriculture) and the three enterprises.

In Vanuatu, FSA's core business has been the provision of technical services to commercially oriented small farmers. It has a motto of "farmers helping farmers". FSA as a strategic partner, was also the most important linkage between the small holder farmers and the buyers in the supply chain in Vanuatu. For the Farm to Table Project, FSA's past experiences with the Vanuatu Spice's Network has contributed to FSA significant contribution and the success of this project.

FSA's previous experience with Bio-Gro (NZ) as a third party organic certification has also contributed to the success of the organic certification of the project in Vanuatu. Although, the Farm to Table Project is focused-based on the PGS peer review system, the experience from the Bio-Gro (NZ) organic certification system has advanced FSA in its ability to carry out the project successfully.

But the most significant contribution that FSA has made to the Farm to Table Project in Vanuatu is its ability to link small holder organic coffee farmers to the market such as Tanna Coffee as a strategic partner in the long term. Tanna Coffee is a well known brand and is a major company that has been proactively involved in the coffee sector. FSA has also linked the Farm to Table Project to a social enterprise (Nasituan) and has also linked Lapita Café as a buyer of organic certified products.

3.2.2 Replication Approach

The Farm to Table Project is expected to contribute towards improving the resilience of local traders, businesses in the supply chain, farmers in different sectors and communities that are actively participating in organic farming and in the Farm to Table Project in Fiji and Vanuatu. The project is also expected to provide assistance to farmers and enterprises in selected communities in Fiji and Vanuatu to participate in organic farming production. These were to be done by rehabilitating farms, traders, nurseries and to kick-start some new related activities (nurseries) for the economic and social wellbeing of the stakeholders.

The implementation activities at the farm level were a major success story for the Farm to Table Project. The assistance, advice and support provided to the organic farming communities benefitted more than 500 farmers in Fiji. Significant benefits appeared to

have taken place in incorporating cash crops into organic farms and food security and livelihood measures and income generation. The financial literacy training has also been incorporated into the project by partners such as WESTPAC and FRIEND.

It is very clear during the evaluation that cash crop farming, training in organic farming, clearing of farms, provision of equipment to improve quality of produce (cool storage, nurseries, etc.), partnerships with a social enterprise in the supply chain, technology transfer, knowledge transfer and sharing, consultations, mentoring and monitoring were strategically undertaken and replicated in Fiji for the Farm to Table Project. These project activities were undertaken by FRIEND as an NGO and also as a social enterprise. These activities has provided an enabling environment for new initiatives such as organic farming in Fiji.

In Vanuatu, the partnership was to be done by partnering with an existing non-government organization (FSA) that has been helping farmers since independence. FSA in a non-profit organization that has been helping farmers for 38 years to provide technical knowledge, skills and capacities in agriculture. It has farmers' networks throughout Vanuatu in all agriculture sectors. It particularly helps small traders in improving their knowledge and skills. It also specializes in agricultural research and programming. Its motto is "Farmers helping Farmers" to support farming activities for the economic and social wellbeing of the farmers in Vanuatu.

The implementation activities at the farm level are a major success story for the Farm to Table Project in Vanuatu. The assistance, advice and support provided to the organic farming communities benefitted more than 3300 farmers in Vanuatu. Significant benefits appeared to have taken place in certifying PGS groups and certifying 3 organic products (coffee, peanuts and cassava flour). PGS groups have been certified in coffee plantations, cassava plantations and peanut plantations into organic farms.

It is very clear during the evaluation that targeting the three enterprises (Tanna Coffee, Lapita Café and Nasituan), training in organic farming, provision of equipment to improve quality of produce (quads, nurseries, etc.), partnerships with social enterprises in the supply chain, technology transfer, knowledge transfer and sharing, consultations,

mentoring and monitoring were strategically undertaken and replicated in Vanuatu by FSA for the Farm to Table Project.

3.2.3 Project Management Arrangements and Strategy

The project implementation management arrangements included UNDP as the leading executing agency for the Farm to Table Project, and SPC/POET Com as the implementing partner, SPC/POET Com through the Project Organic Production and Systems Officer and Financial Project Officer supervised the overall operational and financial management of the project in Fiji and Vanuatu. The Project Organic Production and Systems Officer and Financial Project Officer were also responsible for the financial reporting, field visits, monitoring, liaising with stakeholders, and reporting to UNDP in accordance with all SPC and UNDP financial and management requirements.

One of the Project Organic Production and Systems duty was to coordinate all activities with FRIEND in Fiji and FSA in Vanuatu as project implementation partners. The Project Organic Production and Systems also ensured that the project activities were delivered on time and the project funding were utilized according to the project activities.

The main stakeholders of the Project included the communities in five villages, farms, a social enterprise in the supply chain and a non-government and government agencies in Fiji. The project's technical agencies included the Departments of Agriculture in Fiji, FRIEND, SPC/POET Com and the SPC Land Resources Division (LRD).

The strategy of the **Farm to Table** Project in Fiji was to partner with FRIEND to implement project activities with relevant stakeholders and farmers in five villages. FRIEND had two agriculture officers in its organization who were actively engaged in conducting training, producing knowledge management products on organic farming, and were also working with farmers in the five villages. They were also actively engaged in the documentation of PGS groups for organic farming certification and also in the certification of organic products.

The Farm Support Association (FSA) was the implementing partner in Vanuatu. FSA was formerly the Plantation Support Association (PSA) which was established in 1983 to assist farmers after independence to manage alienated farms. FSA replaced PSA in

1992 and operated on “Farmers helping Farmers”. Its role was to specifically help small scale farmers which was a shift from the role of PSA. FSA has provided a niche in supporting financial viable and environmentally friendly sustainable agriculture in Vanuatu.

However, FSA was responsible for the direct supervision of the Farm to Table Project activities in Vanuatu and ensured that there was an effective and efficient implementation and timely delivery of the project outputs. FSA had also experienced field extension officers that work with the farmers and traders in the supply chain on different islands in Vanuatu to implement project activities

FSA also coordinated all project activities with other government and non-government agencies and stakeholders on the ground in Vanuatu. It has its own financial system in place and has procurement procedures and management requirements that had to be followed and they were aligned with SPC and UNDP requirements.

The main stakeholders of the Project included the communities and farmers; Tanna Coffee, Lapita Café, Nasituan (enterprises) in the supply chain and government agencies in Vanuatu. The project’s technical agencies include the Departments of Agriculture in Vanuatu, FSA, POET Com and the SPC Land Resources Division (LRD). These were also the beneficiaries of the project.

The Farm to Table Project staff at FRIEND and FSA have worked long hours to ensure that the project is on track. The dedication and commitment of the project staff are commendable. The project would not have been successful without their technical skills, dedication and commitment.

The capacity for project implementation on organic farming have been previously built in Vanuatu and FSA. FSA has had a role in the past on organic certification of farmers involved in the Spices Network especially in organic vanilla certification. A strength of the organization is also its past experiences and previous roles in organic certification in Vanuatu. Unlike FRIEND, which had to start a new initiative on organic farming in Fiji.

3.2.4 Project Formulation Rating

The project rating for project formulation is in Fiji Satisfactory. The reasons for Satisfactory rating are as follows: poor project design and formulation (inclusion of an area devastated by a category 5 cyclone and also introducing a new concept on organic farming), without a 3-month inception period, lack of farmer participation and lack of youth engagement.

SPC/POET Com has expressed concerns on the issues and has noted that the original design had a 3-month inception period which was not implemented because of the change in the direction by UNDP. According to SPC/POET Com this greatly hindered project implementation and project planning in Fiji. The recovery of farmers from the cyclone was not in the design and this was an additional goal for the project required by UNDP.

The project rating for project formulation is highly satisfactory in Vanuatu. In addition, there were active stakeholder participation and country ownership for the Farm to Table Project. The FSA Project Field Officers were also supportive in implementing the Table to Farm Project.

3.3 Project Implementation

3.3.1 Project Implementation Findings

There has been a strong focus on delivery of the activities by the Farm to Table Project in both countries. The costs associated with project initiatives and activities have been effective investment of funds in terms of the increased awareness on livelihood, organic farming production and practices, infrastructure establishment, funding, nurseries, organic farming training, etc. There has been a strong interest in replicating the success of participatory farming groups (PGS) engaging in organic farming production for income generation and for livelihood in Fiji and Vanuatu.

3.3.2 Project Budget and Overview of Finances

The overall budget for the Farm to Table Project for Fiji is shown on Table 3.1. The total budget available for the Farm to Table Project is USD $500,000 for Fiji. (Farm to Table Project Narrative Progress Report, 1st January – 31st December 2017). The total budget in the Letter of Agreement (LOA) between UNDP and SPC on behalf of POET Com indicated a total budget of USD$465,000. The majority of the budget was for contractual services for the project which was USD304,450 (Table 3.1). The general operating and other direct costs was USD$31,000.

Staff and other personnel costs	USD100,000
Supplies, Commodities, Materials	USD103,000
Equipment, vehicles and furniture	USD46,000
Contractual services	USD304,450
Travel	USD48,000
General Operating and Other Direct Costs	USD31,000
Indirect Support Cost	USD32,500
Total	USD465,000

Table 3.1 Total Resource Allocation by Budget Description (Source: LOA Farm to Table Project-Fiji)

The project budget allocations were as follows: 22% staff budget, 10% travel budget, 10% equipment, 66% contractual services budget, 22% supplies budget, 7% general operating budget and 7% indirect costs budget (Table 3.1).

The overall budget for the **Farm to Table Project** was also US$500,000 for Vanuatu (**Farm to Table Project** Document, 2016). The overall budget for the **Farm to Table Project** for Vanuatu is shown on Table 3.2. The total budget available for the **Farm to Table Project** is USD $500,000 for Vanuatu (Farm to Table Project Narrative Progress Report, 1st January – 31st December 2017). The total budget in the Letter of Agreement (LOA) between UNDP and SPC/POET Com indicated a total budget of USD$465,000. The majority of the budget was for contractual services for the project which was

USD304,450 (Table 3.2). The general operating and other direct costs was USD$31,000.

Staff and other personnel costs	USD100,000
Supplies, Commodities, Materials	USD103,000
Equipment, vehicles and furniture	USD46,000
Contractual services	USD304,450
Travel	USD48,000
General Operating and Other Direct Costs	USD31,000
Indirect Support Cost	USD32,500
Total	USD465,000

Table 3.2 Total Resource Allocation by Budget Description (Source: LOA Farm to Table Project-Vanuatu)

3.3.3 Project Reporting

There were Annual Review Reports for the Farm to Table Project in 2017 for both countries and these reports documented the details of project beneficiaries, project implementations processes and project results. Other documentations of all beneficiaries were included in the "All Beneficiaries Database" developed by FRIEND in Fiji and FSA in Vanuatu. There were also information files for each beneficiary.

3.3.4 Project Monitoring

UNDP and SPC/POET Com staff have been systematic and efficient in the preparation of monitoring travel reports and Back to Office's Report (BTORs) as required for the project and by SPC/POET Com, FRIEND, FSA and UNDP. These project travel reports have contributed a major component of the Project's M & E and have been of good quality and relevant.

SPC/POET Com and UNDP have also developed project progress reports during travel in Fiji and Vanuatu. In addition, UNDP has provided an annual review report for the project in 2017 for Fiji and Vanuatu.

3.3.5 Project Implementation Rating

The Farm to Table Project Implementation Rating in Fiji has been **Satisfactory**. Evidence has been shown in the Annual Review Report of 2017, travel reports, BTORs

(Back to Office Reports). During the terminal evaluation field visits, stakeholders were also interviewed, assets bought were checked and farms were also observed.

The Farm to Table Project Implementation Rating in Vanuatu has been **Highly Satisfactory**. Evidence has been supported by the Narrative Reports, Quarterly Reports, Annual Review Reports, BTORs, questionnaires and travel reports.

The successful project implementation was also observed during the evaluation field visits in both countries. Focus groups consultations with stakeholders (enterprises, farmers, FRIEND and FSA) have also provided additional evidence of the successful project implementation of the Farm to Table Project in Vanuatu.

3.4 Project Results

3.4.1 Highlights of Project Achievements

This section of the evaluation report provides the key achievements and key performances of the Farm to Table Project for Fiji and Vanuatu.

The highlights of project achievements in Fiji and Vanuatu have included the following for PGS Groups:

Fiji	Vanuatu
5 PGS groups established in 5 villages	3,300 PGS groups established
PGS Financial Literacy and Opening of Bank Accounts	PGS Groups Financial Literacy Training
Peer Review System Training for PGS Groups	Peer Review System established
Database Training for PGS Groups	Database training for PGS Groups
Documentation of Organic Farms for PGS Groups	Documentation of Organic Farms for PGS Groups
Peer Review Training in Organic Certification	Peer Review Training for Organic Certification
Participated in buying process for organic products	PGS Certification Committee established
PGS Certification Committee established	Three Certified Organic products for Coffee, Manioc flour and peanuts
Strengthening of PGS Certification Committee (Reviews and Approves Farms for Organic Certification	New Organic Training Center established in Tanna
New Organic Restaurant established One Certified Organic Product Cassava Flour Draft Organic Policy for Fiji	Organic Policy for Vanuatu completed

Table: 3.3 Summary of highlights of achievements for PGS Groups in Fiji and Vanuatu

Knowledge Management Products in Organic Farming Developed

There have been many products developed by the Farm to Table Project in Fiji and Vanuatu. These have been listed in the table below. Ten products were developed by FRIEND for Fiji farmers while five products were developed by FSA in collaboration with stakeholders for Vanuatu farmers. These knowledge products were specifically targeting organic farming production.

Fiji (10 products)	Vanuatu (5 products)
Organic Simplified Booklet	Growing organic crop nurseries flier
PGS guideline	Cooking Soil flier
Seasonal Crop Calendars	Growing organic peanuts flier
Adaptation Techniques	Harvesting and processing organic peanuts flier
Good Agricultural Practices	Preparing seeds for organic nurseries flier
How to Grow Herbs	Vanuatu Participatory Guarantee Standard
Intercropping	Vanuatu Participatory Guarantee Guidelines
Organic Farmer Cooperative Structure	
3 video recipes	
food processing guide	

Table: 3.4 Knowledge products for Fiji and Vanuatu

Establishment of Participatory Guarantee System (PGS)

The Farm to Table Project has supported the establishment of the Participatory Guarantee System (PGS) clusters of farmers in Fiji and Vanuatu. According to FRIEND there were 5 PGS Groups established in the 5 villages, 1 for each village.

The PGS Groups were supported through training in organic farming and were also engaged in strengthening the connectivity between the social enterprise in the supply chain and the newly established PGS Groups. The PGS Groups also ensured the sustainability of organic farming production and also helped the process of documentation and peer reviewing processes for certification of organic farmers.

There were also exchanges between experienced PGS Farmers and new PGS Groups to share their experience and knowledge with farmers of interest. An exchange program was provided for PGS groups during training on organic farming.

The Farm to Table Project in Vanuatu supported the establishment of the Participatory Guarantee System (PGS) clusters of farmers. According to FAS the establishment of PGS Groups, was a new initiative in Vanuatu. There were 3,300 PGS Groups established in Vanuatu.

The PGS Groups were supported through training in organic farming and were also engaged in strengthening the connectivity between the buyers in the supply chains and the newly established PGS Groups. The PGS Groups also ensured the sustainability of organic farming production and also helped the process of documentation and peer reviewing processes for certification of organic farmers.

There were also exchanges between experienced PGS Farmers and new PGS Groups to share their experience and knowledge with farmers of interest. An exchange program was provided for PGS groups. PGS clusters were beneficiaries of equipment and materials which benefitted more than 5000 farmers.

Documentation of PGS Groups and Establishment of a Peer Review Systems

The PGS Groups established by FRIEND and FSA followed the Pacific Organic Standard (POS) in the documentation of their farms for the peer review process. POS has provided the baseline standard for organic production in the Pacific. It is also linked to IFOAM which has given POS international recognition for POS standards under the IFOAM Family of Standards.

The PGS Groups established by FRIEND and FSA utilizes POS in the management of its organic farms (documentation of organic farms and its peer review system) and also during the production and processing of all organic products. The documentation required for the Peer Review System includes the following: farm review checklist, database of organic farmers (includes registered PGS Group information), farm maps, POS and Summary Standard.

The Peer Review process includes a Peer Review Team which consists of all farmers in the PGS Group and representatives of the Certification Committee. In Fiji it is the FRIEND's Certification Committee and in Vanuatu it is the FSA representing the Vanuatu Certification Committee. The Peer Review Team systematically visit farms for the PGS Groups and strictly follow the Peer Review process of the Farm to Table Project to ensure that the organic farming peer review process is adhered to.

During the Peer Review Process, the team will also ensure that the following information are available: farm map is updated, farmers have a copy of Organic Standard, records of farmers are checked (inputs, sales and yields), any change on farm details are incorporated, seed sources are checked and reviewed, soil test (heavy metals and chemical residues) have been undertaken, post-harvest activities (handling, storage and transportation) have been maintained. Then the Organic Certification Committee will review all documentations and determine whether the farms need to be organically certified. The Organic Certification Committee can impose sanctions on producers if there is non-compliance to the standards and operating procedures of POS.

Establishment of Certification Organic Committee

The FRIEND Organic Certification Committee has been established in Fiji. The Committee is comprised organic advocates, private enterprises involved in processing organic products and government agencies.

The role of FRIEND is to ensure that the review process for organic farming practices in Fiji is undertaken in a systematic manner. It reviews all documentations of organic farms and products and it also approves the organic certification of farms and products through its rigorous processes.

FRIEND provides the support for the organic certification of products and farms and also strengthens the linkages to the private sector. The partnership with POET Com and SPC will ensure that the PGS will continue in the long term to sustain organic certification of farms and products in the future. Fiji will also need a national organic certification committee such as the one in Vanuatu to oversee the organic certification process for the nation. This committee can be linked to the draft organic policy developed by the Farm to Table Project for Fiji.

The Vanuatu Organic Certification Committee was established in 2017. The Committee consisted of organic advocates, private enterprises invoved in processing organic products and government agencies. Members of the Committee have gone through third party certification.

The role of VOCC is to ensure that the review process for organic farming practices in Vanuatu is undertaken in a systematic manner. It reviews all documentations of organic farms and products and it also approves the organic certification of farms and products through its rigorous processes.

The VOCC provides support for the organic certification of products and farms and also strengthen the linkages to the private sector. The partnership with FSA will ensure that the PGS will continue in the long term to sustain organic certification of farms and products in the future.

Compliance Arrangements and Requirements for the Certification Processes

FRIEND in Fiji and FSA in Vanuatu have developed Databases of Organic Farmers and Registered Participatory Guarantee System (PGS) Groups. The databases include the farm map, registration of PGS Groups, records of organic farmers (inputs, sales and yields), any change on farm details, seed sources information, soil test (heavy metals and chemical residues) information, and post-harvest activities (handling, storage and transportation) information.

FRIEND and FSA have drawn a Certification Process Flow Diagram for the Organic Compliance Arrangements and Requirements for the certification process. These have included the application process, inspection by the PGS Review Team, Certification Review Committee's review process and compliance with POS, FOA certification endorsement and issue of certificate, annual update of reporting by FRIEND and FSA, and FOA's review of annual updates and compliance with POS's regulations and standards.

Fiji Certification	**Vanuatu Certification**
Governance Structure of Certification of Organic Farmers	Governance Structure of Certification of Organic Farmers
FRIEND Certification Organic Committee established	Vanuatu Organic Certification Committee established
Strengthening of PGS Certification Organic Committee (Reviews and Approves Farms for Organic Certification	Strengthening of PGS Certification Organic Committee (Reviews and Approves Farms for Organic Certification
Peer Review Training in Organic Certification	Peer Review Training in Organic Certification
Participated in buying process for organic products One Organic Product (cassava flour) certified	Three organic products certified (coffee, peanuts and manioc flour)
Food Processing Guideline for Organic Certification	Guideline for Organic Certification for PGS Groups
Organic Restaurant Certified and established	Organic Policy established
Draft Organic Policy developed	

Table 3.5 Summary of Certification Process in Fiji and Vanuatu

Governance Structure of Certification of Organic Farmers

The governance structure for the certification of organic farmers for the Farm to Table Project in Fiji and Vanuatu were established by FRIEND and FSA respectively. In the governance structure, the roles and responsibilities of FRIEND and FSA are clarified and the roles of the PGS Certification Managers are also clearly identified. In addition, the responsibilities of the PGS farmers are also stated clearly in the governance structure of certification process.

The roles and responsibilities of FRIEND and FSA in the governance structure in the certification of organic farmers for the Farm to Table Project has been in the overall management of the governance structure in both countries. These have included the coordination and management of PGS Groups and the following tasks have been undertaken by FRIEND and FSA: documentation of PGS Groups, participatory decision-making process, preparing and maintaining databases for all organic farmers' producers. The governance structures have also included village and industry coordinators.

FRIEND and FSA have also undertaken training in the organic organic practices and coordination of PGS Groups. They have also provided technical support to organic farmers. FRIEND and FSA have also been responsible for the maintenance and the updating of the databases. Both organizations have also managed the Peer Review Committee and the Organic Certification Committee to review documentation and also approve certification of farmers.

FRIEND and FSA have also trained and appointed PGS Certification Managers to support the Peer Review team, and the Organic Certification Committee. The responsibilities of the PGS Certification Managers in the governance structure of the certification process of the Farm to Table Project are as follows: data collection of PGS data (farm data & farm maps), management of the peer review processes, maintaining the PGS database for each PGS Group, reporting issues of non-compliance to the Organic Certification Committee and liaising with POET Com and FOA on organic issues.

Food Processing Guideline for Certification of Organic Products

FRIEND and FSA have developed food processing guidelines for the Farm to Table Project. The Food Processing Guidelines ensure that the quality standards, handling methods and labelling of organic products are consistent and aligned to the Pacific Organic Standards (POS). FRIEND and FSA have also incorporated the Hazard Analysis at Critical Points (HACCP) in the training of food processors and PGS Groups.

The Food Processing Guidelines developed for the Farm to Table Project include the following: Marketing, Labelling and Expiry dates of organic products, Packaging and using packaging as per POS standards, use of clean utensils in Cooking, Storage in air-tight containers and checked monthly for spoilage, use of proper attire (hairnets, aprons & face masks) in Preparation of organic products, washing to be done thoroughly with clean water, and Sorting to be done using criteria such as storage, contamination, age, colour and moisture assessments.

Active Engagement of Social Enterprises and the Private Sectors

The active engagement of a social enterprise (FRIEND) in the supply chain to buy vegetables and root crops (cassava for flour processing) in the Fiji **Farm to Table Project** proved to be very successful and has strengthened the delivery of the overall project performance. The social enterprise in the supply chain also supported the farmers who were organically certified and also bought vegetables and root crops from farmers within the supply chain.

The active engagement of the private sector enterprises (Tanna Coffee, Lapita Café and Nasituan) in the Vanuatu Farm to Table Project proved to be very successful and strengthen the delivery of the overall project performances. The enterprises supported the farmers in their supply chain to be organically certified.

In addition to organic certification they also provide on going support and 'market pull' to ensure sustainability of the programme outcomes. Key partners were: Tanna Coffee – Tanna Coffee is an iconic Vanuatu coffee that is widely used throughout the hospitality industry in Vanuatu and exported; Lapita Café- another well known Vanuatu

brand that makes value added products such as root crop flour as well as cookies and also does catering; and Nasituan – an NGO that runs a social enterprise for processing and packaging peanuts and other products for sale to the local, tourist, and export markets.

Organic Policy for Fiji and Vanuatu

The development of a draft Organic Policy for Fiji has been recently undertaken by the Farm to Table Project. Consultations with Organic farmers, Government, FRIEND, POET Com, UNDP and stakeholders have taken part in the consultations on the draft Fiji Organic Policy.

The financing for the organic farmers participations in the consultations on the policy was provided by the Farm to Table Project. Stakeholders in the development of the draft policy and the facilitation of PGS farmer groups participation in the discussion have been also funded by the Farm to Table Project.

The Vanuatu Government is taking the lead in spearheading the Organic Policy of Vanuatu. Organic farmers have taken part in the consulations on the Vanuatu Organic Policy. Tebakod Island Products, Lapita Café, Tanna Coffee, Syndicat Agricole et Pastoral de Vanuatu are some of the private sector members of the Committee. The Chairman of the Committee is from the Department of Agriculture.

The co-financing for the organic farmers participations in the consultations on the policy was done by the Vanuatu Government. However, the Situation Analysis for the Vanuatu Organic Policy was funded and supported by UNDP. FSA has been an important stakeholder in the discussion of the policy and has facilitated PGS farmer groups in the discussion.

The draft Vanuatu Organic Policy was launched in the 3rd Quarter of 2018 and is currently being reviewed by stakeholders. However, the two governing policy documents developed by SPC/POET Com for Vanuatu organic farming includes the Vanuatu Participatory Guarantee Standard and the Vanuatu Participatory Guarantee Guidelines.

3.4.2 Impacts of the Farm to Table Project

There were five village communities and a social enterprise that were assisted by the **Farm to Table Project** after the devastation of TC Winston in Fiji. The beneficiaries were visited and were interviewed to provide information on the assessment of the impacts of the Project on its different aspects. The impacts of the Farm to Table Project are highlighted. The support provided, impact achieved, further investments in the organic agriculture sector are included in this section of the report.

The **Farm to Table Project** in Fiji has supported the establishment of five Participatory Guarantee System (PGS) groups of farmers in Saivou, the Ra Province. FRIEND has provided the support required for stakeholder consultations in the five villages to establish the five PGS Farmer Groups.

The five PGS Groups (supplier) are now linked to FRIEND (the Purchasing Client) in the supply chain. FRIEND was also able to manage an exchange between experienced PGS Farmers and new PGS Groups to share their experience and knowledge with farmers of interest in Saivou.

In Vanuatu, there were farming communities and enterprises that were assisted by the **Farm to Table Project**. The beneficiaries were visited and were interviewed to provide information on the assessment of the impacts of the Project. The impacts of the Farm to Table Project are highlighted here. The support provided, impact achieved, further investments in the organic agriculture sector are included in this section of the report.

Farmers in Vanuatu targeted vegetables, root crops, peanuts and coffee beans as certified organic products using the Participatory Guarantee System to certify their farms and products.

The engagement of private sectors (enterprises) in the supply chains proved to be the strength of the **Farm to Table Project** in Vanuatu. The enterprises supported farmers in providing seedlings and in obtaining organic certification for their products and farms. Enterprises and farmers both engage in obtaining organic certification to build resilience and improve farm productivity.

The engagement of field extension officers from the Farm Support Association also

provided the support required for farmers. The agricultural extension officers from FSA are experienced farmers themselves and have been working with farmers for many decades. The field agriculture officers also have good understanding of the culture and traditions of local farming. An additional initiative of the agricultural officers was the establishment of the Napil Training Centre to assist youths of Tanna Island to undertake organic farming and earn an income from it.

3.4.3 Overview of Project Evaluation Findings

The evaluation criteria of the achievements of the **Farm to Table Project** are assessed against its **Relevance, Efficiency, Effectiveness, and Sustainability**. The evaluation summary on the findings for Fiji is presented in this section of the report.

The Project has been implemented relatively **efficiently** over the 2 years. Technical assistance, workshops, reports and training have been relevant. The project visibility has been delivered well. There were considerable numbers of training and workshops that were being organized and resourced by the **Farm to Table Project**. The **Farm to Table Project** in Fiji has been efficiently delivered by the implementing agencies and partners, UNDP, SPC, POET Com and FRIEND.

The **efficiency** of the Project was noteworthy although complex. The work of the **Farm to Table Project** towards Capacity Building of all stakeholders and communities to enhance livelihood in organic farming has been relevant and has been undertaken **satisfactorily** in accordance to the way the project was designed in Fiji.

It is clear from the records of meetings, monitoring and evaluation reports, field visits reports and technical reports that the technical capacities of SPC and some government agencies and private sectors have been fully utilized in Fiji.

The evaluation criteria of the achievements of the **Farm to Table Project** in Vanuatu were also assessed against its **Relevance, Efficiency, Effectiveness, and Sustainability**. The evaluation summary on the findings is presented in this section of the report.

The Project has been implemented **efficiently** over the 2 years. Technical assistance, workshops, reports and training have been relevant. The project visibility has also been delivered well. There were considerable numbers of training and workshops that were being organized and resourced by the **Farm to Table Project**. The **Farm to Table Project** in Vanuatu has been efficiently delivered by the implementing agencies and partners, UNDP, SPC, POET Com and FSA.

The **efficiency** of the Project was noteworthy although complex. The work of the **Farm to Table Project** towards Capacity Building of all stakeholders and communities to enhance livelihood in organic farming has been relevant and has been undertaken in a **highly satisfactory** manner in accordance with the way the project was designed.

It is clear from the records of meetings, monitoring and evaluation reports, field visits reports and technical reports that the technical capacities of FSA and some government agencies and private sectors have been fully utilized. The Department of Agriculture has also played an active role in the promotion and in the support of organic farming through the development of relevant policies and in particular the development of policy on organic farming in Vanuatu.

3.4.4 Project Evaluation Rating

The **Farm to Table Project** was also rated in terms of the following criteria: **sustainability, achievements of objectives, implementation approach, stakeholder participation and public involvement and monitoring & evaluation.** The criteria and project ratings are presented on Table 3.6 and Table 3.7 for Fiji and Vanuatu respectively.

Criteria	Project Rating
Sustainability	Satisfactory
Achievements	Satisfactory
Implementation Approach	Satisfactory
Stakeholder Participation	Satisfactory
Monitoring	**Satisfactory**

Table 3.6 Project rating using the 5 evaluation criteria for Fiji

The **Farm to Table Project** in Vanuatu was also rated in terms of the following criteria: **sustainability, achievements of objectives, implementation approach, stakeholder participation and public involvement and monitoring & evaluation.** The criteria and project ratings are presented in Table 3.7.

Criteria	Project Rating
Sustainability	Highly Satisfactory
Achievements	Highly Satisfactory
Implementation Approach	Highly Satisfactory
Stakeholder Participation	Highly Satisfactory
Monitoring	Highly Satisfactory

Table 3.7 Project rating using the 5 evaluation criteria for Vanuatu

4.0 Summary, Recommendations and Lessons Learnt

4. 1 Summary of Achievements, Recommendations and Lessons Learnt for Fiji Farm to Table Project

The highlights of project achievements have included the establishment of PGS Groups in the 5 villages in Saivou. FRIEND through the **Farm to Table Project** assistance has supported the establishment of five Participatory Guarantee System (PGS) groups of farmers for vegetables and root crops organic farming. FRIEND has also provided the support required for stakeholder consultations, documentation of PGS groups, database information compilation, peer reviewing process and organic certification of farmers.

The five PGS Groups (supplier) are now linked to FRIEND (the Purchasing Client) in the supply chain. FRIEND has been able to manage an exchange between experienced PGS Farmers and new PGS Groups to share their experience and knowledge with farmers of interest. The active engagement of the social enterprise (FRIEND) in the supply chain has strengthened the delivery of the overall project performance of the **Farm to Table Project**. It has purchased vegetables and root crops from the PGS Groups and has organically certified cassava flour processed from dried cassava bought from the PGS Groups.

An Organic Certification Committee was also established through the **Farm to Table Project** by FRIEND to review the organic certification process for organic farming for the PGS Groups and those who want to be organically certified in Fiji. The Committee included organic advocates, private enterprises involved in processing organic products and government agencies. The Committee reviews all documentations of organic farms and products and it also approves the organic certification of farms and products through its rigorous processes.

A Peer Review System for PGS Groups was also established to provide documentation and for organic farms before they are certified. The PGS Groups has followed the Pacific Organic Standard (POS) in the documentation of their farms for the peer review process. POS has provided the baseline standard for organic production in the Pacific. It is also linked to IFOAM which has given POS international recognition for POS standards under the IFOAM Family of Standards. The Peer Review process includes a

Peer Review Team which consists of all farmers in the PGS Group and representatives of FRIEND's Certification Committee.

The governance structure for the certification of organic farmers for the **Farm to Table Project** was also established by FRIEND. In the governance structure, the roles and responsibilities of FRIEND is clarified and the role of the PGS Certification Manager is also clearly identified. The responsibilities of the PGS farmers are also stated clearly in the governance structure of certification process.

FRIEND has developed a food processing guideline for the **Farm to Table Project**. The Food Processing Guideline also ensures that the quality standards, handling methods and labelling of organic products are consistent and aligned to the Pacific Organic Standards (POS). FRIEND has also incorporated the Hazard Analysis at Critical Points (HACCP) in the training of food processors and PGS Groups.

FRIEND has also developed a Database of Organic Farmers and Registered Participatory Guarantee System (PGS) Groups. The database has included the farm map, registration of PGS Groups, records of organic farmers (inputs, sales and yields), any change on farm details, seed sources information, soil test (heavy metals and chemical residues) information, and post-harvest activities (handling, storage and transportation) information.

A draft Organic Policy for Fiji has also been recently undertaken by the **Farm to Table Project**. Consultations with Organic farmers, Government, FRIEND, SPC, POET Com, UNDP and other stakeholders have taken place on the Fiji Organic Policy. The financing for the organic farmers participations in the consultations on the policy have been funded by the **Farm to Table Project**.

Ten products knowledge products were developed by FRIEND in collaboration with stakeholders and these are as follows: Organic Simplified Booklet, PGS guideline, Seasonal Crop Calendars, Adaptation Techniques, Good Agricultural Practices, How to Grow Herbs, Intercropping, Organic Farmer Cooperative Structure and 3 video of organic recipes.

The **Evaluation** notes that the overall Project objectives of the **Farm to Table Project** has been achieved because of the support given to farmers and the social enterprise in

the supply chain. The awareness on the recovery has been strengthened and the **Farm to Table Project** has gained political and community support for the process of recovery after the devastations caused by a Category 5 cyclone in the organic vegetable farming sector.

In particular, the training, workshops and the networking systems within the vegetable sector supported by the **Farm to Table Project** have been strengthened. The awareness for recovery and on organic farming through food security and livelihood has occurred in a strategic manner. These have been successful and have resulted in awareness of livelihood recovery; organic vegetable farming certification and documentation; financial literacy; and food security at the grass root level and in the communities.

The **Evaluation** considers that the **sustainability** of the stakeholder's efforts towards livelihood recovery after a major cyclone will continue. The recovery of the social enterprise in the supply chain and farms have been undertaken and these can be replicated elsewhere in Fiji if financial support is provided. The overall performance rating for the **Farm to Table Project** is **Satisfactory.**

Recommendations and Lessons Learnt for Fiji

The recommendations on how future emergency support to the organic farming productive sector are included in this section of the report and is presented on Table 3.8. These recommendations were developed as a result of interviews from stakeholders. The recommendations also include how to improve selection of beneficiaries and how to improve the impact of the support to organic farming and its supply chain in Fiji in the future. Lessons Learnt from the Fiji Farm to Table Project is presented on Table 3.9.

Recommendations for Fiji	COMMENTS
Recommendation 1: The establishment of PGS Groups needs to continue to help sustain organic farming in the future.	The establishment of PGS Groups needs to continue to help sustain organic farming in the future because of knowledge exchange and support from the people working in the same sector. Every sector should be encouraged to have farming groups in place. This can be used for gaining support for the sector and also deliver training in the sector in a more strategic way.
Recommendation 2: The Farm to Table Project should have been built on previous agriculture projects.	The **Farm to Table Project** could have built on the results of the SPC Action Project as it was also implemented by SPC. The **Farm to Table Project** could have included the Cocoa and the Coffee sectors as part of its project case studies on organic farming.
Recommendation 3: The Nurseries are relevant to planting vegetables.	Having nurseries will improve organic farming systems in Fiji for vegetable fresh produce and root crop farms that are trading to maintain their supplies. These farms can quickly recover from droughts, flooding and cyclones if seedlings are ready.
Recommendation 4: Local procurement of materials to support organic farmers should have been provided.	Although it was difficult and complex for local farm supplies to be procured after TC Winston, the PGS Groups could have been further supported in the procurement of farming equipment such as sprinkling systems, nursery materials, wheelbarrows, grass cutter and other relevant farming equipment for processing and for post-harvest activities.
Recommendation 5: Organic Farming Association needs to be formed and strengthened to facilitate training, exchange of information and delivery of assistance during disasters.	The future for organic farming in Fiji will be strengthened by establishing the Organic Farming Association in the Cocoa sector and in the Coffee sector. The supply chain and the PGS Groups also need to be actively involved in the Organic Farming Association for each sector. The Organic Farming Associations will facilitate training and exchange of information, organic certification and delivery of assistance during disasters within each sector. SPC/POET Com in response to this recommendation stated that Organic Farming Association is unsustainable in Fiji because there are too many organizations duplicating roles and functions. They also further indicated that it is difficult for Fiji to sustain one over-arching organic farming association. The evaluator disagrees with SPC/POET Com response to this recommendation as the organic farming association in Fiji had existed previously and it needs to be revived.
Recommendation 6: The Documentations and Certification of Organic Farms need to continue in the various agriculture sector and specifically cocoa, coffee and vegetable sectors need to be targeted.	The documentation and certification of Organic Farms and Organic products need to continue in the various sectors. The cocoa, coffee and vegetables sectors need to be targeted and work on documentation and certification needs to be self-sustaining.

Table 3.8 Summary of recommendations for Fiji

LESSONS LEARNT FOR FIJI	COMMENTS
Lesson 1: The Project Strategy	The support for farmers in five villages and a social enterprise in the supply chain is important and is strategic for recovery, income generation and sustainability in the long term for organic farming sector in Fiji.
Lesson 2: The Knowledge Management Strategy	The **Farm to Table Project** was well planned and was also successfully implemented.
Lesson 3: The Utilization of Strategic Partnerships such as FRIEND	The use of FRIEND as a social enterprise for training, workshops and for trading in organic farming was strategic as a partner
Lesson 4: Provision of Cool Storage	The cool storage has been essential in maintaining high quality products in the supply chain.
Lesson 5: Establishment of Nurseries	The nurseries in the supply chain are also essential for the fresh farm produce.
Lesson 6: The Project was adapated	The project design was adapted to help the social enterprise and farmers recover from the TC Winston
Lesson 7: Role of the 3-month Inception Period	The project failed to implement the 3-month inception period for the project and this was a drawback
Lesson 8: Exchange Visit for the 2 countries	It would have been relevant to have exchanges between the two countries on organic farming.
Lesson 9: Research on value chain, gender, market study could have been undertaken	The project could have included research on these issues.
Lesson 10: Inclusion of Organic Coffee and Cocoa	Additional value chain such as organic cocoa and organic coffee would have benefitted more farmers

Table: 3.9 Summary of Lessons Learnt for Fiji

4.2 Summary of Project Achievements, Recommendations and Lessons Learnt for the Vanuatu Farm to Table Project

The highlights of project achievements have included the establishment of PGS groups, the documentation of organic farms, establishment of a peer review system for organic certification, certification of organic farms and organic products (coffee bean, peanuts and cassava flour), creation of database to have a system of having registration of PGS groups and organic certified farmers and products. Knowledge products have also been developed for organic farming in Vanuatu.

Another highlight of the achievements of the **Farm to Table Project** is that organic farms and organic farm products (coffee beans, peanuts and cassava flour) have been certified through a peer review process. Farmers have been able to achieve organic certification through their Participatory Guarantee System (PGS) groups; and with the help of FSA field officers and the enterprises.

Numerous nurseries have been established to supply organic seedlings to the coffee plantations. For example, nurseries in Tanna were observed to supply coffee seedlings, kava seedlings and sandalwood seedlings to organic farmers. The farmers were planting sandalwood seedlings for long term investments (25 years) and the planting of kava seedlings for medium-term investments (3-5 years). Coffee seedlings start producing coffee beans at 3 years old and coffee beans production is from April to December each year. Tanna Coffee buys coffee beans and sandalwood from farmers that it supplies seedlings to.

Intercropping also occurs in organic farms. The farmers grow coffee, kava and sandalwood seedlings by intercropping them. Farms were also observed to grow corns, taro, bananas, green leafy vegetables, cabbages and yams in an intercropping manner. The intercropping is vital in preventing pests on farms. Yams, taro, corns, bananas and vegetables are supporting the farmers in their daily sustenance.

The **Farm to Table Project** has clearly shown that FSA is capable of delivering effectively a project that is complex and located at several island sites in Vanuatu. It has demonstrated that with very few staff it can implement a project that is highly effectively over a 2-year period in the organic farming productive sector. The **Farm to**

Table Project is a highly successful project that has benefitted enterprises in the value chain (2 key enterprise companies (Tanna Coffee and Lapita Café); and a social enterprise (Natusian)) and has also benefitted over 1,000 farmers in the organic farming sector.

The skills, experience, commitment and dedication of Project staff at FSA have played a major role in the successful implementation and the highly satisfactory rating of project achievements. The additional support from enterprises, for example, Tanna Coffee, provided an office space in its factory in Tanna for the FSA field officers to use while conducting field visits in Tanna. The enterprises, Tanna Coffee, Natusian and Lapita Café supported FSA in the process of certifying organic farmers in their relevant sector.

The **Evaluation** notes that the overall Project objectives of the **Farm to Table Project** has been achieved because of the financial support from the project and through the field agricultural extension officers of FSA given to farmers and enterprises in the supply chain. The awareness on organic farming has been strengthened and the **Farm to Table Project** and has gained political and community support in the organic farming productive sector.

In particular, the training, workshops and the networking systems within the organic farming sector in vegetable farming, root crops, coffee beans and peanuts supported by the **Farm to Table Project** have been strengthened. The awareness for organic farming production through food security and livelihood has occurred in a strategic manner. These have been very successful and have resulted in greater awareness of organic farming, livelihood and food security at the grass root level and in organic farming sector and in communities.

The **Evaluation** has rated highly the **sustainability** of organic farming in Vanuatu and the stakeholder's efforts towards livelihood and income generation. The evidence of support by FSA to the farmers and enterprises are clearly shown. The enterprises in the supply chains (Tanna Coffee, Lapita Café and Natusian) also have shown support to farmers and the evaluation has rated highly their participation and support in sustaining the work of organic farming in Vanuatu. These can be replicated elsewhere in Vanuatu and elsewhere in the Pacific if financial support is provided. The overall performance rating for the **Farm to Table Project** in Vanuatu is **Highly Satisfactory.**

Recommendations and Lessons Learnt for Vanuatu

The recommendations on how future support to the organic farming productive sector in Vanuatu could be provided are included in this section of the report and presented on Table 3.10. These recommendations were developed as a result of interviews from stakeholders and after the field visits. Lessons Learnt from the Vanuatu Farm to Table Project are also presented on Table 3.11.

Recommendations for the Vanuatu Farm to Table Project	COMMENTS
Recommendation 1: The establishment of PGS Groups needs to continue to help sustain organic farming	PGS Groups needs to continue because of knowledge exchange and support from people working in the sector to deliver training in a more strategic way
Recommendation 2: The certification of Tanna Island as an Organic Island may be important	The Project has focused its activities on several islands. Tanna Island has been one of the island where the activities of the project has been achieved. It may be relevant to certify Tanna Island as an organic island.
Recommendation 3: The Napil Training Centre needs to continue	The Napil Training Center is particularly strategic as a training center for those who want to undertake training in organic farming after leaving school for the youth.
Recommendation 4: Farming Support Association (FSA) needs further support	FSA has expertise in working with farmers in Vanuatu. It has been wengaging and supporting farmers in organic farming since 1993. FSA needs to be supported financially.
Recommendation 5: The engagement of the government in Organic Farming needs to continue in the future	The Vanuatu Government has supported Organic Farming and has shown this by its active involvement . This needs to continue .
Recommendation 6: Nurseries is relevant for providing seedlings to organic farmers	Nurseries have improved organic farming systems in Vanuatu.. The nurseries are a disaster risk management strategies for organic farming to counter the impact of climate change.
Recommendation 7: Organic Farming Association needs to be formed and strengthened to facilitate training, exchange of information and for delivery of assistance.	The formation of Organic Farming Associations needs to be developed and strengthened through the PGS Groups in the sector.
Recommendation 8: For Organic Farming sector, disaster teams are to be set up to deliver assistance.	Disaster teams established through the PGS groups will help farmers to recover from disasters quickly.
Recommendation 9: Building road and water infrastructure	The poor road and water infrastructure are obstacles that farmers have to cope with in their daily lives. These infrastructures should be developed to support organic farmers.
Recommendation 10: Curriculum in Organic farming needs to be developed	A curriculum needs to be developed for high schools and tertiary institutions on organic farming.

Table 3.10 Summary of recommendations for Vanuatu

.essons Learnt for Vanuatu	COMMENTS
.esson 1: The project Farm to Table was adapted	The project Farm to Table was adapted to the cultural and local situation in Vanuatu.
o the cultural and local situation	This adaptive management strategy contributed to the successful project implementation.
.esson 2: The Project Strategy	The Project Strategy to support existing enterprises that have been established and have been engaging
	with farmers in the supply chain is important and is strategic for organic farming, income generation and
	sustainability in the long term for organic farming sector in Vanuatu.
.esson 3: The Knowledge Management Strategy	The Knowledge Management Strategy for the Farm to Table Project was well planned and was also
	successfully implemented. There were notable knowledge products on organic farming manuals and
	brochures to help farmers and were translated from English to Bislama.
.esson 4: The Utilization of Strategic Partnership	The Utilization of Strategic Partnership such as FSA as an important partner in project implementation
	and for training and for workshops was strategic.
.esson 5: Department of Agriculture Engagement	The Department Agriculture was engaged in developing the organic farming policy for the nation. The
was strategic	sustainability of organic farming in Vanuatu is also dependent in the engagement of government officers .
.esson 6: The Establishment of Nurseries	Nurseries are vital for the relevant sectors in organic farming. The provisions of nursery seedlings by the
	enterprises have been a major breakthrough in the relevant sectors.
.esson 7: The successful engagement of enterprises is	The three enterprises (Tanna Coffee, Lapita Café and Nasituan) were engaged by the Farm to Table
lso vital to the success of a project	Project to support farmers in the provision of seedlings, in buying of organic products and in the
	certification of their organic farms.
.esson 8: The training centre such as Napil will go	A training institution such as Napil Training Centre is essential in maintaining and consistent training on
long way to supporting organic farming	organic farming in the future

Table 3.11 Summary of Lessons Learnt in Vanuatu

5.0 Annexes

Annex 1: Acknowledgement

The consultant wishes to thank the many people who have contributed to the Terminal Evaluation Mission through face-to-face meetings, interviews, discussions, email correspondence, skype calls and telephone conversations. I wish to express my sincere thanks to all the people who specifically set particular times during their busy schedule to meet and discuss the **Farm to Table Project** in Fiji and Vanuatu with the TE team.

In particular, I wish to acknowledge the support from Ruci Yauvoli (Acting Project Manager at UNDP) and the staff from the UNDP Pacific Office in Suva Fiji. I also would like to acknowledge the useful comments from the staff of SPC/POET Com FRIEND and FSA. These comments have been very useful to the TE report; and have also addressed some of the issues raised in the report; and also to provide evidence to substantiate and validate statements in the report.

The project staff SPC/POET Com deserve special acknowledgement. In particular, I would like to thank Osea Rasea from SPC/POET Com for accompanying us during the field visits in Fiji and Vanuatu. I would also like to thank the staff of FRIEND and FSA for accompanying us in the field. I am also grateful to Ruci Yauvoli for all the coordination, with FRIEND, SPC/POET Com, FSA, farmers and the communities.

Annex II: Terms of Reference

Empowered lives.
Resilient nations.

TERMS OF REFERENCE
Reference : PN/FJ-030-18

Consultancy:	Terminal Review Consultant
Project:	Engaging Youth in Fiji and Vanuatu in Organic Farming: A Farm to Table Value Chain Approach
Reports to:	Project Manager/Deputy Team Leader Inclusive Growth, Team Leader Inclusive Growth
Type of contract:	Individual Contract
Duration:	30 days starting August 1st – 30 September 2018
Duty Station:	Suva, Fiji Islands

Consultancy Proposal should be mailed to C/- UNDP Fiji MCO, Private Mail Bag, Suva, Fiji or sent via email to etenderbox.pacific@undp.org no later than **25th July, 2018 (Fiji Time)** clearly stating the title of consultancy applied for. Any proposals received after this date/time will not be accepted. Any request for clarification must be sent in writing, or by standard electronic communication to procurement.fj@undp.org. UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants. Incomplete, late and joint proposals will not be considered and only offers for which there is further interest will be contacted. **Failure to submit your application as stated as per the application submission guide (Procurement Notice) on the above link will be considered incomplete and therefore application will not be considered.**

1. Background

The Sustainable Development Goals Fund is a development cooperation mechanism created in 2014 to support sustainable development activities through integrated and multidimensional Joint Programmes. It builds on the experience, knowledge, lessons learnt, and best practices of the MDG Fund and the MDG experience, while focusing on the fostering of sustainable development, public-private partnerships and gender and women's empowerment as cross-cutting priorities in all our areas of work. The SDG Fund aims to act as a bridge in the transition from MDGs to SDGs providing concrete experiences on how to achieve a sustainable and inclusive world as part of 'Agenda 2030 for Sustainable Development.'

'Engaging Youth in Fiji and Vanuatu in Organic Farming: A Farm to Table Chain Approach' is a Joint Programme, formulated to assist these 2 countries (Fiji and Vanuatu) in their ongoing efforts to address youth unemployment with the following objectives:

1. To assist youth in developing the knowledge and skills needed to enter the labour market, and to pro-vide supporting services needed to secure decent work opportunities in either wage/self-employment.
2. To create employment opportunities in organic agriculture through a value chain approach of public-private partnerships in the key economic sectors of agriculture and tourism
3. To address the vulnerability of youth working within the informal economy by supporting policy dialogue with Government and creating enabling environment for SME businesses.

2. Objectives

۸. Overall Goal of the Evaluation

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contributions to capacity development and the achievement of project goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP projects.

The overall objective of this final Evaluation is to promote accountability, organizational learning, and stocktaking of achievements, performance, impacts, good practices and lessons learnt from implementation towards SDGs.

۶. Scope of the Evaluation and Specific Objectives

This final evaluation has the following specific objectives:

To review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.

In essence, the Consultant is expected to:

- Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase. This include assessing the appropriateness of the project design particularly as it relates to the achievement of project objectives, its linkages with the government's national strategic plans, and problems it intends to address
- To measure joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised
- Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc.
- To measure the impact of the joint programme on the achievement of the SDGs. This entails assessing the direct and indirect effects of the project on intended beneficiaries and broader socio-economic, political, SDG and gender dimensions;
- Assess the management and implementation arrangement of the project, including financial and human resource management, monitoring and oversight as well as the risks and risk management strategies in terms of their contribution to the delivery of project results in accordance with the project Results and Resources Framework (RRF);
- To identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships
- Recommend options to improve any future designing of similar projects by UNDP

3. Evaluation Questions

The evaluation will apply the OECD/DAC criteria: relevance, effectiveness, efficiency, impact and sustainability. Specific evaluations may include but are not limited to the following:

Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and achieving the SDGs

a) How has the joint programme contributed to solve the needs and problems identified in the design phase, in particular with reference to the baseline situation?
b) To what extent was the joint programme aligned with national development strategies and the UNDAF/UNDAP?
c) To what extent was joint programming the best option to respond to development challenges described in the programme document?
d) To what extent are the objectives of the joint programme still valid in the context of national policy objectives and SDGs?
e) To what extent have the implementing partners participating in the joint programme contributed added value to solve the development challenges stated in the programme document?

Effectiveness: Extent to which the objectives of the development intervention have been achieved

a) To what extent did the joint programme attain the development outputs and outcomes described in the programme document?
b) What good practices, success stories, lessons learnt and replicable experiences have been identified? Please describe and document them
c) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
d) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

a) To what extent was the joint programme's management model (governance and decision-making structure, i.e. lead agency, Joint Programme Coordinator, Programme Management Committee and National Steering Committee, financial management and allocation of resources, i.e. one work plan, one budget) efficient in comparison to the development results attained?
b) To what extent were joint programme's outputs and outcomes synergistic and coherent to achieve better results when compared to single-agency interventions? What efficiency gains/losses were there as a result?
c) What type of work methodologies, financial instruments, business practices did the implementing partners use to promote/improve efficiency?
d) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have these affected its efficiency?

Impact – Positive and negative effects of the intervention on development outcomes, SDGs

a) To what extent and in what ways did the joint programme contribute to the SDGs?
b) To what extent and in what ways did the joint programme contribute to the targeted cross-cutting issues: gender mainstreaming and women's empowerment, public private partnerships (PPPs) and sustainability at the local and national levels?

c) What impact did the matching funds have in the design, implementation and results of the joint programme?
d) To what extent did the joint programme have an impact on the targeted beneficiaries? Were all targeted beneficiaries reached? Which were left out?
e) What unexpected/unintended effects did the joint programme have, if any?

Sustainability: Probability of the benefits of the intervention continuing in the long term

a) Which mechanisms already existed and which have been put in place by the joint programme to ensure results and impact, i.e. policy, policy coordination mechanisms, partnerships, networks?
b) To what extent has the capacity of beneficiaries (institutional and/or individual) been strengthened such that they are resilient to external shocks and/or do not need support in the long term?
c) To what extent will the joint programme be replicated or scaled up at local or national levels?

4. Methodological Approach

This final evaluation will make use of:

a) All relevant secondary information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, evaluations and
b) Primary information sources including: interviews, surveys, etc. to ensure participatory approach and appropriate consultation and engagement of stakeholders
c) Triangulating of information to allow for validation and discern discrepancies

The methodology and techniques to be used in the evaluation should be described in the inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory approaches.

5. Evaluation Deliverables

The Evaluator will provide the following deliverables:

a) Inception Report

This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the joint programme this report will be used as an initial point of agreement and understanding between the Evaluator and the evaluation reference group. The report will follow this outline in Annex II:

b) Draft Final Report

The draft final report will follow the same format as the final report (described in the next paragraph) and will be 30-40 pages in length. See Annex III for the template.

c) Final Evaluation Report

The final report will be 30-40 pages in length. It will also contain an executive summary of no more than five pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. This report will follow the template and follow the outline as given in **Annex III.**

6. Roles of Actors in the Evaluation– Evaluation Reference Group

The main actors in the evaluation process are the SDG-F Secretariat, the management team of the joint programme, including the Joint Programmme Coordinator, M&E Officer, in addition to the Programme Management Committee. This group of institutions and individuals will serve as the evaluation reference group. Its role will extend to all phases of the evaluation, including:

a) Facilitating the participation of those involved in the evaluation design
b) Identifying information needs, defining objectives and delimiting the scope of the evaluation
c) Providing input on the evaluation planning
d) Prepare communication and dissemination plan
e) Providing input and participating in the drafting of the Terms of Reference
f) Facilitating the Evaluator's access to all information and relevant documentation, as well as to key actors, stakeholders and informants
g) Monitoring the quality of the process and deliverables generated
h) Prepare improvement/action plan following the submission of the final evaluation report
i) Disseminating the results of the evaluation, especially among the organizations and entities within their interest group

7. Timeline for the Evaluation Process

	Scheduled date	Main activities
Phase A: Preparation for the evaluation	Three months before programme closure	**Official notification from the Secretariat to the RC** advising the start date of the evaluation, the process and generic TOR **Establishing of evaluation reference group and adaptation of TOR** by the evaluation reference group and compilation of all relevant documents under Annex I **Communication and dissemination plan** prepared and submitted to Secretariat
Phase B: Execution phase of the evaluation study	Desk study (Five days)	**Briefing with the Evaluator** and sharing of all documents to be reviewed (Annex I) **Submission of the inception report** including the findings from the desk review and evaluation methodology (see Annex II) **Preparation of mission itinerary** by evaluation reference group
	Field visit (total of Ten days- five days x 2 countries)	**Field visit conducted by Evaluator** based on the planned agenda
	Final Report (15 days)	**Submission of draft final report by Evaluator** (Annex III) to the Secretariat **Review of report by the evaluation reference group** **Review of report by Secretariat** **Finalization of the report by Evaluator** and submission to the Secretariat
Phase C: Action Plan	One month before closure	**Improvement/action plan submitted by the evaluation reference group** based on the recommendations of the evaluation report **Implementation of communication and dissemination plan** by evaluation reference group

8. Use and Utility of the Evaluation

Suggested data collection methods:

Method	Description
Monitoring and Evaluation Systems	Uses performance indicators included in the project document and annual work plans to measure progress, particularly actual results against expected results.
Existing Reports and Documents	Existing documentation, including quantitative and descriptive information about the initiative, its outputs and outcomes, such as documentation from capacity development activities, quarterly reports, donor/annual/board reports, and other evidentiary evidence.
On-Site Observation	At least five to ten community farms from each country may be chosen for observation.
Questionnaires	Project beneficiaries at community level may be involved in the questionnaires and interviews. Community group leaders, treasurers, other members who were actively involved in the project activities may be invited. Government counterparts, ministries involved in the project implementation, beneficiaries of capacity development activities may be invited.
Interviews (Group/key)	
Case Studies	
Reference Group	The evaluation reference group and any other stakeholders relevant for the joint programme will jointly design and implement a complete communication and dissemination plan to share the evaluation findings, conclusions and recommendations with the aim to advocate for sustainability, replicability, scaling up or to share good practices and lessons learnt at local, national or/and international level The communication and dissemination plan should at least aim to target all members of the NSC and PMC and other relevant stakeholders as necessary.

9. Ethical Principles and Premises of the Evaluation

The evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

a) Anonymity and confidentiality - the evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality
b) Responsibility - the report must mention any dispute or difference of opinion that may have arisen between the Evaluator and the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted
c) Integrity - the Evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention
d) Independence - the Evaluator should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof
e) Incidents - if problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the SDG Fund Secretariat. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat in these terms of reference
f) Validation of information - the Evaluator will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report
g) Intellectual property - in handling information sources, the Evaluator shall respect the intellectual property rights of the institutions and communities that are under review

h) Delivery of reports - if delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable

10. Competencies of the Evaluators

In observing UNEG Norms and Standards for Evaluation (2016), the evaluation should be conducted by evaluator/s who are:

a) Well-qualified, selected on the basis of competence, by means of a transparent process
b) Impartial, i.e. not have been (and not expected to be) involved in the design or implementation of the joint programme
c) Suitably experienced, possess methodological expertise and at least five years of recognized experience in conducting or managing evaluations, research or review of development programmes, and experience as main writer of an evaluation report.

In the case of hiring more than one evaluator, one consultant should be experienced in the sector or technical areas addressed by the evaluation, or have a sound knowledge of the subject to be evaluated. The other should be an evaluation specialist and be experienced in using the specific evaluation methodologies that will be employed for that evaluation.

11. Qualifications and Experience

a) Minimum of University degree in one of the following disciplines: agriculture, environmental science, public administration, international relations, development studies or other relevant field
b) A minimum of 7 years of progressive experience in project evaluation in the context of agriculture and or community livelihood development
c) Prior experience working in small and remote island contexts, preferably in the Pacific
d) Experience working in a coordination role involving a range of stakeholders
e) Knowledge and experience of gender dimensions relating agricultural contexts
f) In-depth knowledge of organic farming and ability to provide high level advice
g) Experience in designing and managing evaluative/learning events and processes
h) Excellent English writing and communication skills with excellent interpersonal and cross-cultural communication skills

12. Duty Station and Duration of Work

The consultant who will be based at UNDP Pacific Office in Suva is required to conduct interviews with project beneficiaries and other stakeholders in Fiji and Vanuatu, who will be jointly identified by UNDP and SPC/POETCOM. The total timeframe for this assignment is **30 days** commencing on **01 August, 2018**.

13. Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative Analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Criteria	Max. Point

Qualification • Minimum of university degree in one of the following disciplines: agriculture, environmental science, public administration, international relations, development studies or other relevant field	10%
Experience • A minimum of 7 years of progressive experience in project evaluation in the context of agriculture and or community livelihood development	20%
• Prior experience working in small and remote island contexts, preferably in the Pacific	5%
• Experience working in a coordination role involving a range of stakeholders, Knowledge and experience of gender dimensions relating agricultural contexts, In-depth knowledge of organic farming and ability to provide high level advice and Experience in designing and managing evaluative/learning events and processes	30%
• Excellent English writing and communication skills with excellent interpersonal and cross-cultural communication skills	5%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates may be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

Proposal Submission

Offerors must send the following documents.

i) **Signed P11 form including names of at least 3 referees**

ii) **Cover letter setting out:**
A statement of how the applicant meets the qualifications and experience requirements.

iii) **Completed template for confirmation of Interest and Submission of Financial Proposal**

Consultant must send a financial proposal based on a **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

The P11 form and Template for confirmation of interest and Submission of Financial Proposal is available under the procurement section of UNDP Fiji website (www.pacific.undp.org)

11. ANNEXES

I. Check List: Documents to be reviewed

The documents below should be provided by the evaluation reference group who will be responsible for compiling the complete list and collecting all the documents for timely submission to the Evaluator.

SDG-F Context

- SDG Fund TORs and Guidance for Joint Programme Formulation
- SDG Fund M&E strategy
- Communications and Advocacy Strategy
- Knowledge Management Strategy

Programme-Specific Documents

- Joint programme document and its annexes (annual work plan and budget, theory of change, integrated M&E research framework, performance monitoring framework, risk analysis matrix)
- Baseline and end line study (if any)
- Mid-term review report (if any)
- NSC and PMC minutes
- Exit strategy
- Biannual monitoring reports
- Financial information (MPTF)

Other in-country documents or information

- All assessments, reports and/or evaluations directly conducted/commissioned by the joint programme
- Relevant documents or reports on the SDGs at the local and national levels

- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country

II. Inception Report - Outline

0. Introduction

1. Background to the evaluation: objectives and overall approach

2. Identification of main units and dimensions for analysis and possible areas for research

3. Main substantive interventions of the joint programme

4. Methodology for the compilation and analysis of the information

5. Criteria to define the mission agenda, including field visit

III. Draft/Final Evaluation Report - Outline

1. Cover Page

2. Executive Summary – a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations.

3. Introduction

   a) Background, goal and methodological approach

   b) Purpose of the evaluation

   c) Evaluation methodology

   d) Constraints and limitations of the study conducted

4. Description of the development interventions carried out

a. Detailed description of the development intervention undertaken: description and judgement on implementation of outputs delivered (or not) and outcomes attained as well as how the programme worked in comparison to the theory of change developed for the programme.

5. Levels of Analysis: Evaluation criteria and questions (all questions included in the TOR must be addressed and answered)

6. Conclusions and Lessons Learnt

7. Recommendations

8. Annexes

Annex III: Questionnaire

Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country ad achieving SDGs.

a) How has the joint programme contributed to solve the needs and problems identified in the design phase, in particular, with reference to the baseline situation?

b) To what extent was the joint programme aligned with the national development strategies and UNDFA/UNDAP?

c) To what extent was the joint programming the best option to respond to development challenges described in the programme document?

d) To what extent are the objectives of the joint programme still valid in the context of national policy objectives and SDGs?

e) To what extent have the implementing partners participating in the joint programme contributed added value to solve the development challenges stated in the programme document?

Effectiveness: Extent to which the objectives of the development intervention have been achieved

a) To what extent did the joint programme attain the development outputs and outcomes described in the programme document?

b) What good practices, success stories, lessons learnt and replicable experiences have been identified? Please describe and document them.

c) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDA etc.

d) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
Efficiency: Extent to resources/inputs (funds, time, human resources, etc.) have been turned into results

a) To what extent extent was the joint programme's management model (governance and decision-making structure ie. lead agency, Joint Programme Coordinator, Programme Management Committee, and National Steering Committee, financial management and allocation of resources (i.e. one work plan, one budget) efficient in comparison to the development results attained?
b) To what extent were joint programme's outputs and outcomes synergistic and coherent to achieve better results when compared to single agency interventions? What efficiency gains/losses were there as a result?

c) What type of work methodologies, financial instruments, business practices did the implementing partners use to promote/improve efficiency?

d) What type of (administrative, financial and management) obstacles other than joint programme face and to what extent have these affected the efficiency?

Impact: Positive and Negative Effects of the Interventions on Development Outcomes; SDGs

a) To what extent and in what ways did the joint programme contribute to the SDGs.

b) To what extent and in what ways did the joint programme contribute to the targeted cross cutting issues gender mainstreaming, women's empowerment, public private partnership (PPPs) and sustainability at the local and national levels?

c) What impact did the matching funds have in the design, implementation and results of the joint programme?

d) To what extent did the joint programme have an impact on the targeted beneficiaries? Were all targeted beneficiaries reached? What were left out?

e) What unexpected/unintended effects did the joint programme have, if any?

Sustainability, Probability of the benefits of the interventions continuing in the long term

a) Which mechanisms already existed, and which have been put in place by the joint programme to ensure results and impact, i.e. policy, policy coordination mechanisms, partnerships, networks?

b) To what extent has the capacity of beneficiaries (institutional/and or/individual) been strengthened such that they are resilient to external shocks and/or do not need support in the long term?

c) To what extent will the joint programme be replicated or scaled up at local or national level