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**United Nations Development Programme
Government of Fiji
and
United Nations Development Programme
PROJECT DOCUMENT**

Project Title: Green Climate Fund (GCF) Readiness Programme in Fiji

UNDAF Outcome(s):

Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management.

Expected CP Outcome(s):

UNDP Strategic Outcome 1 – Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Expected Output(s): UNDP Strategic Outcome 1 – Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Executing Entity/Implementing Partner:

Direct Implementation by UNDP Fiji MCO

Implementing Agencies/Responsible Party:

Ministry of Foreign Affairs, Division of Climate Change

Brief Description

The objective of the Green Climate Fund (GCF) Readiness Programme is to support the Government of Fiji in strengthening their national capacities to effectively and efficiently plan for, access, manage, deploy and monitor climate financing in particular through the GCF once it is fully operational. These activities will be planned and implemented in line with the Fiji National Climate Change Policy. The Programme will target two important aspects of the GCF approach, access to funds and private sector engagement, both of which will require significant preparatory work in many countries before GCF financing will be possible at scale. The GCF Readiness Programme will focus on a range of preparatory activities to: a) build and strengthen the institutional capacity of national entities in Fiji, with a focus on enabling direct access; and to b) help Fiji prepare climate change mitigation and adaptation investment strategies, programmes and projects, including through the active involvement of the private sector.

Programme Period: October 2014 – March 2017 (2.5 years)

Atlas ID: **00084036**

Project ID: **00092239**

Start date: 15 October 2014

End Date: 15 April 2017

L-PAC Meeting Date: 12/9/2014

Management Arrangement: DIM

Total resources required (Germany BMUB via UNDP Cost Sharing Agreement with UNEP): **\$526,570**

- Parallel Co-finance
 - BMUB Germany (UNEP):
\$242,117
 - BMUB Germany (WRI) :
\$192,118

Total allocated resources including co-finance: **\$960,805**

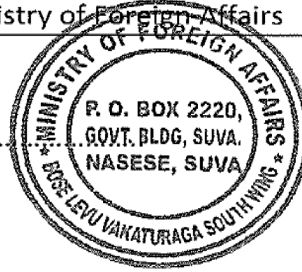
* including the IP budget and UNDP GMS

Agreed by Government of Fiji: Permanent Secretary - Ministry of Foreign Affairs

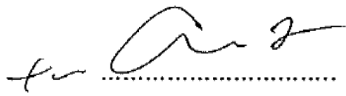


Date:

Mr Amena Yauvoli



Agreed by UNDP: UNDP Resident Representative



Date: 20/3/15

Ms Osnat Lubrani

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ACRONYMS AND ABBREVIATIONS

AF – Adaptation Fund
BACC – Budget and Aid Coordinating Committee
BMUB – German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
CBA – Cost-Benefit Analysis
CCD – Climate Change Division
CDM – Clean Development Mechanism
CSB – Cabinet Sub-Committee on Budget
CPEIR – Climate Public Expenditure and Institutional Review
DPCC – Development Partners of Climate Change
DRM – Disaster Risk Management
EIA – Environmental Impact Assessment
FEA - Fiji Electricity Authority
FMS – Fiji Meteorological Service
GCF – Green Climate Fund
GEF – Global Environment Facility
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit
IE – Implementing Entity
JNAP – Joint National Action Plan
M&E – Monitoring and Evaluation
MF – Ministry of Finance
MFA – Fiji Ministry of Foreign Affairs
MFF – Fiji Ministry of Fisheries and Forestry
MFI – Microfinance institution
MIA – Fiji Ministry of iTaukei Affairs
MLGUDHE – Fiji Ministry of Local Government, Urban Development, Housing & Environment
MoA – Fiji Ministry of Agriculture
MoH – Fiji Ministry of Health
MPDNDM – Fiji Ministry of Provincial Development and National Disaster Management
MSP – Ministry of Strategic Planning
MWTPU – Fiji Ministry of Works, Transport and Public Utilities
NC – GCF Readiness Programme National Coordinator
NCC – National Coordinating Committee/Project Board
NCCAS – National Climate Change Adaptation Strategy
NCCP - Fiji National Climate Change Policy
NCCCC (previously NCCC) - National Climate Change Coordinating Committee
NCSA – National Capacity Self-Assessment
NDA – National Designated Authority
NIE – National Implementing Entity
SDP – Strategic Development Plan

UNDP – United Nations Development Programme
UNEP -United Nations Environment Programme
UNFCCC - United Nations Framework Convention on Climate Change
UNCBD - United Nations Convention on Biodiversity
UNCCD - United Nations Convention to Combat Desertification
V&A – Vulnerability and Adaptation
WRI – World Resources Institute

1 SITUATION ANALYSIS

1.1 Climate Vulnerabilities in Fiji

The Republic of Fiji is an island nation with an estimated population of 875,000. There are an estimated 330 islands, of which approximately one-third are inhabited. Fiji has a total landmass of 18,333 square kilometers, with Viti Levu and Vanua Levu constituting 87% of the total. Fiji has an exclusive economic zone of 1.26 million square kilometers. The climate of Fiji is generally categorized as an oceanic tropical marine climate.

Fiji, like many Pacific island countries, is particularly vulnerable to the impacts of climate change. Tropical cyclones, droughts, floods and sea level rise are some of the major hazards expected to impact Fiji. By 2030, the most likely projected change for Fiji is for warmer temperatures and little change in rainfall, with annual mean temperature increases of 0.7°C. By 2100, sea level is expected to rise by 0.2 – 0.5 meters.

1.2 Opportunities to Address Climate Change

Climate change impacts cut across many aspects of life in Fiji – for example, increased cyclones can damage infrastructure and disrupt energy supplies that support critical sectors such as urban development. In response, Fiji has developed strategies to guide the identification of mitigation and adaptation activities in the National Climate Change Policy (NCCP)

The NCCP provides a set of strategies to guide implementation, examples of measures mentioned include diversifying crop species that are more resilient to flood, drought and saltwater, the conservation and sustainable management of mangroves, improved watershed management, construction of buildings away from foreshore areas, river banks and flood plains. In particular, Fiji highlights the cross-sectoral benefits of interventions, such as the conservation of mangroves supporting foreshore protection, marine breeding grounds and healthy coral systems. This not only protects Fiji's natural landscape but also preserves areas that are important to the tourism sector, Fiji's largest industry.

The need for effective adaptation at scale is paramount to Fiji. Its greenhouse gas emissions are negligible, but its vulnerability to increased frequency of cyclones, rising sea levels and other climate induced hazards in the short, medium and long term require Fiji to take planned measures to identify, reduce and manage risks, recover from inevitable disasters when they do occur and ensure that long-term development gains are not undermined by long-term changes in climate.

There are numerous adaptation projects in Fiji, which are often undertaken by nongovernmental stakeholders. The issue of harmonizing efforts to increase resilience, both across sectors and actors, is still a critical issue in terms of Fiji's adaptation to the effects of climate change. Two examples of government efforts to build resilience are the Climate Change Division partnering with the Natural Disaster Management Office and other ministries to relocate two villages and build a seawall.

These initiatives are a strong beginning, but much more must be done to institutionalize and systematize delivery of climate change action. Many of the projects seem ad-hoc and are funded by one-

off funding sources or partnerships. A key opportunity for Fiji is to implement policy and financial systems to bind the ad-hoc projects together to efficiently support, fund and implement them in a timely manner and ensure the delivery of sustained results over time.

1.3 Policy Context

The centerpiece of Fiji’s approach on climate change is its National Climate Change Policy (NCCP) Jointly funded by the Climate Change Unit of the Environment Department, the Secretariat of the Pacific Community, German Agency for International Cooperation Coping with Climate Change in the Pacific Island Region programme, the United Nations Development Programme and Global Environment Fund Pacific Adaptation to Climate Change (PACC) project implemented through UNDP-GEF in partnership with GIZ. The policy, adopted in 2012, has a vision of “A responsible and exemplary Fiji, leading the Pacific in combating climate change and achieving resilience, while attaining sustainable development.” The policy was developed by the National Climate Change Policy Taskforce, a sub-group of the National Climate Change Country Committee, (NCCCC) based on broad consultations with stakeholders. See Figure 1 for the policy development organizational chart.

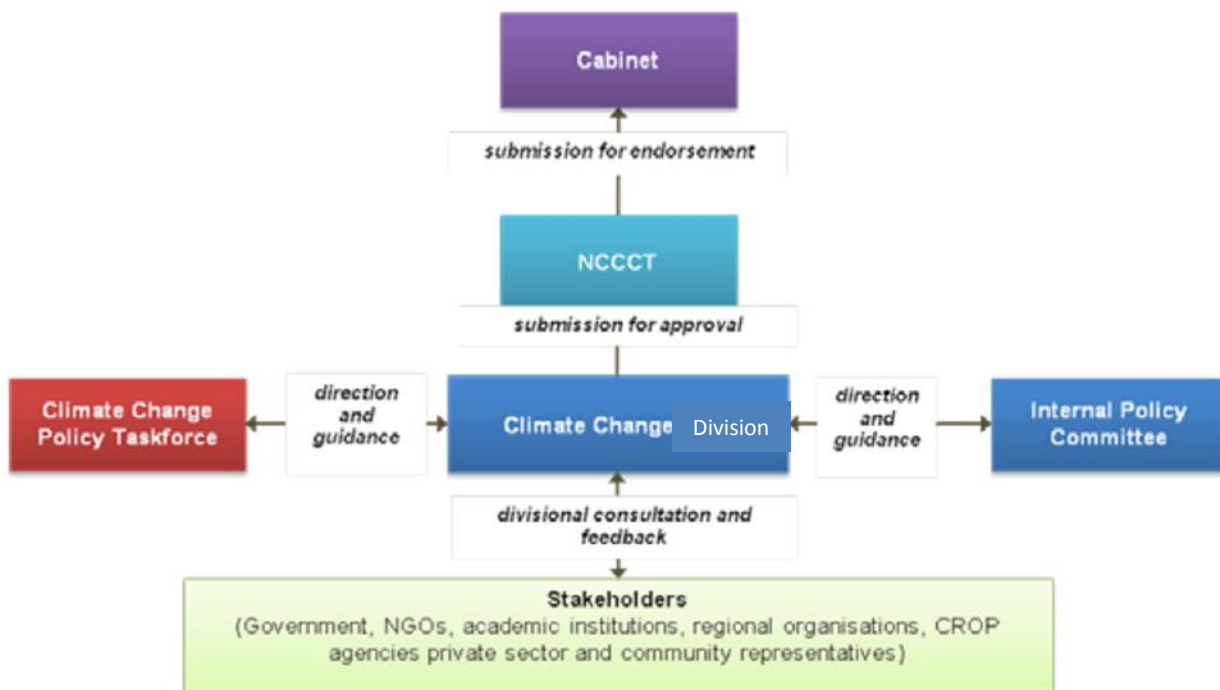


Figure 1: Climate change policy development organizational chart for Fiji

The goals of the NCCP include:

1. To support the implementation of Fiji’s Roadmap for democracy and sustainable socio-economic development 2009–2014 under the People’s charter for change, peace and progress;
2. To promote integration of climate change issues in national planning, budgeting and implementation processes;

3. To provide guidance on government's responses to climate change issues;
4. To guide sectors to develop appropriate climate change adaptation and mitigation strategies;
5. To support requests to regional and international agencies to provide resources and assistance in addressing national climate change issues;
6. To contribute to Pacific regional actions and to meeting international commitments

The NCCP lists eight objectives to be implemented:

1. Mainstreaming
2. Data collection, storage and sharing
3. Awareness raising
4. Education and Training
5. Adaptation
6. Mitigation
7. Finance
8. International and Pacific region participation

The NCCP review process is facilitated by a task team assigned by the chairperson of the NCCC. The policy will be reviewed in 2016 to assess and ensure its relevance and continued implementation in an efficient and effective manner. As per Figure 3 of the NCCP, there will also be annual monitoring of strategy implementation, lead agency efforts and implementing agency efforts.

Given that securing sufficient finance is an objective in the policy, the Government describes key strategies for supporting the sustainable financing of climate change projects:

- Ensure that national budgeting processes include the assignment of funds for climate change mitigation and adaptation research, planning and programme implementation.
- Develop innovative approaches and schemes to generate funds for adaptation activities at local and national levels.
- Support the UNFCCC National Focal Point in efficiently and effectively accessing and delivering funds from regional and international sources.
- Develop an overview of climate change funding and costs in order to monitor the efficiency and effectiveness of funding mechanisms and project delivery.
- Ensure adequate distribution of climate change funding, such as GEF and the Adaptation Fund, into climate change-related projects in all government agencies.
- Secretariat of the NCCC to collaborate with the Development Partners of Climate Change (DPCC) Committee in sharing information and coordinating and streamlining donor-funded projects.
- Improve financial reporting to the Ministry of Finance to ensure proper disbursement and utilization of funds.
- Develop an analysis of the economics of climate change adaptation and mitigation in Fiji to identify cost-effective and cost-ineffective approaches.
- Support and develop the capacity of government agencies and local NGOs and CBOs in proposal formulation and reporting in order to improve access to funds from regional and international sources.
- Provide adequate resources to the Climate Change Division.
- Implement recommendations from the 'Mainstreaming climate change into national development and budgeting' feasibility study (supported by the Global Climate Change Alliance Facility).
- Develop projects and initiatives with carbon financing potential.

To support the National Climate Change Policy, the government has drafted the Climate Change Coordination Guidelines and Climate Change Finance Guidelines, which are yet to be endorsed. The Climate Change Coordination Guidelines outline the roles and responsibilities for the Climate Change Division and other stakeholders and the process for the implementation of climate change projects at the national, divisional and local levels.

The Climate Change Finance Guidelines provide instructions on the management of climate change funding through existing government mechanisms. It discusses how funds from various sources flow through the Government and how the funds will be tracked. The guidelines build on existing processes, particularly within the Ministry of Finance.

Beyond the Climate Change Policy, Climate Change Coordination Guidelines and the Climate Change Finance Guidelines, there are numerous climate-related strategies and plans, including:

1. On the highest level, there is Fiji's Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 that has the following goals related to climate change:
 - A resource efficient, cost effective and environmentally sustainable energy sector
 - Sustainable management and utilization of Fiji's natural resources.
 - Building national resilience to disasters and adapting to climate change
2. The National Strategy and Action Plan (2009) provides a set of recommended strategies and programmes for capacity development in which support and assistance is required in order to successfully meet the obligations of the three Rio Conventions on climate change (UNFCCC), biodiversity (UNCBD) and land degradation (UNCCD).
3. The Green Growth Framework for Fiji where Thematic Area 1 is Building Resilience to Climate Change and Disasters. Short term (up to 2 years) proposed way forward actions include "establishing a National Platform for Climate Change and Disaster Risk management by 2015" whilst medium term (3-5 years) actions states "improve access to global financing facilities such as the Global Green Fund".
4. The first ever National Energy Policy and Strategic Action Plan for Fiji was endorsed in 2006 (<http://www.fdoe.gov.fj/images/National%20Energy%20Policy%202006.pdf>).

The policy included four strategic areas: i) National Energy Planning; 2) Energy Security; iii) Power Sector; and iv) Renewable Energy. An overall goal to achieve 50% renewable energy in all sectors by 2015 is included. Concerning electricity sector then by 2015 the national power utility Fiji Electricity Authority (FEA) wants to supply 90 % of its power from local, renewable energy resources.

The policy was reviewed in 2013 and proposes policy priorities in grid-based power supply, renewable energy, rural electrification, transport, petroleum and substitute fuels, energy and energy efficiency.

4. Clean Development Mechanism (CDM) Policy guideline (2010) is intended to act as an aid in administering, managing, facilitating and controlling CDM Processes in Fiji. The purpose of the CDM is to benefit both the investor and host countries by contributing to sustainable development in the host developing countries and by allowing investor countries to meet their GHG reduction targets at the lowest possible cost by taking advantage of the lower marginal

cost of reducing GHG emissions in developing countries. It is the sole prerogative of the host country to confirm whether the project contributes to its sustainable development. The intent of the guideline is to facilitate an enabling environment for CDM projects in Fiji, as well as to establish a framework for identifying preferred sectors based on national and community-based sustainable development priorities, mitigation potential and the cost of mitigation.

5. A National Climate Change Adaptation Strategy (NCCAS) for the land-based and marine-based sectors is in preparation.
6. The 2009 National Capacity Self-Assessment (NCSA) has a list of 5 priority climate change projects: i) Fiji's Greenhouse Gas Inventory, ii) Establish Carbon Trading Administration Unit, iii) identify and implement National Renewable Energy Projects under Fiji's CDM project, iv) replicate best practice community based adaptation project and v) strengthening of capacity for data storage and network for Fiji Meteorological Services.
7. In 2014, Fiji hosted its first National Platform on Climate Change and DRM. The platform brings together national and sub-national representatives to discuss actions on climate change and DRM. The outcomes of the summit will help to inform implementation of the National Policy and future planning processes.
8. In 2014, Fiji released its Second National Communication (SNC). The SNC to the UNFCCC follows and builds on the Initial National Communication (INC) submitted in 2005, and has been prepared in fulfillment of Fiji's obligations to the UNFCCC under Articles 4 and 12. The SNC includes information on Fiji's Greenhouse Gas Inventory for 2004 because of unavailability of data for the year 2000.

1.4 Institutional Context

Climate change is addressed by many different Ministries, Divisions and organizations within the Fijian Government. This "mainstreaming" approach on climate change drives an integrated and strategic agenda, but it can also be challenging to coordinate issues across so many different players. As such, Fiji has developed political and operational entities to achieve the goals set out in the NCCP.

For example, in 1997, the National Climate Change Committee (NCCC) now known as the National Climate Change Coordinating Committee (NCCCC) was established with representatives from a range of government agencies, non-governmental organizations and academic institutions, including the Ministry of Strategic Planning, National Development, and Statistics, Climate Change Unit (now Climate Change Division – CCD), Solicitor General's office, Fiji Meteorological Services, Ministry of Education, Department of Lands, National Disaster Management Office, Ministry of Health, Department of Agriculture, Department of Energy, Department of Transport, Department of Local Governance, Department of Environment and Ministry of Finance. The team was established primarily to facilitate the development of the 2005 Fiji Initial National Communication to the UNFCCC Secretariat. The NCCC was revived in 2010, and now serves as the main platform for coordination and information sharing. The NCCC also provides direction and guidance to the Climate Change Division on climate change-related matters.

The NCCCC is supported by the operational and technical Climate Change Division (CCD) with its own director. The CCD is responsible for delivering the National Climate Change Policy and coordinating climate change programmes and projects in Fiji. The Division is one of four divisions of the Ministry of Foreign Affairs (MFA). The designated national focal point for the UNFCCC also moved to MFA. The relocation of the Climate Change Division was a strategic move to strengthen political and national support for climate change activities in Fiji. The CCD was elevated from a unit to division in 2014.

On the international level, Fiji does not currently have a National Implementing Entity (NIE) under the UNFCCC's Adaptation Fund, and thus does not access any climate change funding directly. While the GCF direct access modalities are still being negotiated, Fiji has an important opportunity to identify and assess potential NIE candidates that can apply for accreditation under the Green Climate Fund as well as the Adaptation Fund. The requirements under the Adaptation Fund and the GEF can be an important guide in this endeavor.

Fiji is also considering the establishment a National Climate Fund to support green growth and climate change projects and programmes. The Fund would be a nationally-driven mechanism that integrates with current systems on climate change, environment and finance to support the effective financing, delivery and monitoring of climate change initiatives. The Government is keen to explore options on how the fund could operate and support the implementation of the NCCP. A key next step will be to consider the options for the design of a Fiji National Climate Fund and identify how it can integrate with existing systems, including an NIE, to streamline decision-making and finance on climate change.

1.5 Budgetary Context

The budgetary planning process starts with the overarching policy document, the People's Charter, which sets the long-term policy framework. From that comes the Roadmap for Democracy and Sustainable Socio - Economic Development 2009-2014 (RDSSED) / Strategic Development Plan (SDP) which sets 3 to 5 year framework for overarching policies.

The Road Map/SDP is reviewed every three years at which time new government policies and plans are taken into account. The Budget Strategy takes account of the current and projected macro-economic situation and provides the macro-economic framework for the budget. The Budget strategy is dovetailed to the policies in the Roadmap/SDP. Reforms, which are contained in the Roadmap/SDP, are critical for growth and in reaching the National vision. The Public Sector Investment Programme (PSIP) is a pipeline of well-developed projects that are in line with Roadmap/SDP policies and provides the important linkages between planning, policy and the budget. The PSIP ensures that projects in the budget are driven by policy priorities. In other words, the PSIP should drive the Government's capital budget.

These policy priorities are further disaggregated through Ministries' Corporate Plans, which outline the sector policies/strategies of ministries that are closely aligned to the policies in the Roadmap/SDP. All Government agencies are required to complete Corporate Plans that are updated on an annual basis. These Corporate Plans are driven by the Roadmap/SDP, the reform process and the PSIP pipeline of projects. It should be noted that the CCD has not been involved in this process.

The Annual Budget is the culmination of these efforts and the policy framework is designed to ensure that the priorities of Government, as described in the Roadmap/SDP, are translated into budget measures in the annual budget and corporate plans and through projects in the PSIP. The annual corporate plan and budget allocation is likely to be the level where the new strategic action plan can be integrated into the standard planning process.

Budget allocation could be made on a yearly basis for the planned activities of the strategic action plan and integrated into the standard planning process through the Ministry Corporate Plan and Annual Budget request. With regard to Budget, once all projects and programmes are appraised by MSPNDS and MoF, then these are taken to the Cabinet Sub-Committee on Budget (CSB) which then approves the recommendations made by MSPNDS and MoF, after which these are taken to Cabinet for endorsement.¹

1.6 Information Management

For climate data and information, the Fiji Meteorological Service (FMS) is responsible for providing weather forecast and warning services for Fiji and many Pacific Island Nations. It operates the National Weather Forecasting Centre at Nadi, which serves Fiji's weather information needs, and the Regional Specialized Meteorological Centre Nadi - Tropical Cyclone Centre, which provides weather forecasts, cyclone and other severe weather warnings, and advisory information for the tropical South Pacific region. The latter function is served under the World Weather Watch Programme of the World Meteorological Organization.

As part of the Fiji Meteorological services, the following climate data and products are available: i) Climate Outlook, ii) Climate Summary, iii) Sugar Outlook, iv) Monasavu Outlook, v) ENSO Update, vi) Annual Climate Summary, vii) South Pacific Sea Level and Climate Monitoring Project AND/OR Tide-Calendars.

Objective 6 of the NCCP outlines a strategy to “Establish a national monitoring and evaluation system to calculate GHG emissions and assess Fiji’s mitigation efforts.” This strategy has not yet been implemented.

For coordination on climate change policy and planning, as stated above, the NCCC serves as the inter-ministerial body that guides high-level policymaking. It is meant to “ensure government coordination with relevant and potential development partners, CROP agencies, NGOs, community-based organizations (CBOs), faith-based organizations, academic institutions and the private sector for effective delivery of initiatives.”

For the dissemination of public information, the Climate Change Division is developing a public website for national and sub-national stakeholders, supported by the Government of Germany.

For collecting and managing data on projects, the NCCP Objective on Data Collection, Storage and Sharing states the following strategies that are currently under implementation:

¹http://www.fdoe.gov.fj/images/NEP2013/energy_mainstreaming_report.pdf pp. 17-19

1. Establish, within the Climate Change Division, a clearinghouse mechanism for climate change data and information (research and projections on climate variability, climate trends, etc.) to foster data accuracy and efficient information sharing.
2. Establish collaboration with all relevant sectors and regional and international agencies on the collection and sharing of climate change-related data.
3. Ensure data management is aligned with international best practice standards such as the IPCC good practice guidance.
4. Collaborate with relevant regional and international research and academic institutions to update climate change-related data and information.
5. Strengthen the national weather and climate-monitoring network.
6. Adopt innovative and sustainable approaches to data management.
7. Encourage and promote robust research to provide sound climate change-related data.

1.7 Sectoral Climate Impacts

As a Small Island Developing State, numerous sectors in Fiji are, and will be, affected by climate change. This includes sectors that underpin the Fijian economy, including agriculture, marine and fisheries, forestry, tourism and urban development and housing. The National Climate Policy identifies potential climate change impacts for each of these sectors, including:

Agriculture

- Extreme events such as high rainfall, floods and droughts can affect livestock production and management;
- Land arability could be reduced due to salt water intrusion, coastal and river-bank erosion, exposure to salt water spray, and heat stress on soils;
- Reduced food security in terms of food production, food quality, nutritional availability, affordability and access;

Marine and Fisheries

- Climate and related oceanic variations already have impacts on fish catches, both subsistence and commercial
- Prolonged periods of elevated sea surface temperatures, coupled with other climate factors, has led to increased frequency of coral bleaching
- Ocean acidification caused by increased CO₂ concentration may reduce the ability of many marine species to form calcareous skeletons, thus disrupting food webs and habitat structure;
- Changes in climate are causing migratory shifts in tuna aggregations to other locations.

Forestry

- Floods, droughts and cyclones may physically damage forest plantations, natural forest and associated infrastructure;
- Higher temperatures will make forests more vulnerable to fires;
- Changing temperature and rainfall patterns may cause shifts in habitats and boundaries of certain tree species, pollinators and seed dispersers;

Tourism

- Damage to buildings and infrastructure from sea level rise, storm surge, cyclones, floods, salt-spray, coastal erosion and landslides;
- Decreased tourist arrivals due to changing weather conditions and patterns, degrading pristine natural attractions and damage to infrastructure
- Increased cost to implement adaptation measures that would be subsequently absorbed by tourists and related service providers

Urban Development and Housing

- Extreme events such flooding and cyclones incur an economic cost to townships;
- Extreme events or natural disasters will affect lives of people in poorly built or poorly located houses — marginal communities are likely to be more severely affected; (i.e. squatter settlements)
- Land loss and reduction in arable land could lead to migration in urban centres, resulting in over-crowding;

1.8 Stakeholder and Baseline Analysis

The table below provides a brief account of some of the various organizations and their work in relation to climate finance readiness.

Table 1: Stakeholder and baseline analysis

Stakeholder type	Stakeholder list	Baseline work	Potential contributions and roles in the project
Government ministries	Ministries of: Foreign Affairs & International Cooperation; Finance; Strategic Planning, National Development & Statistics; Local Government, Urban	National Climate Change Committee: inter-ministerial body that provides direction and guidance on climate change issues; Ministry of Foreign Affairs (MFA): responsible for	Delivery of technical project components in collaboration with the PMU/project staff and consultants (where appropriate); provision of technical advice; undertaking of studies, consultations, workshops in collaboration

	Development, Housing & Environment; Agriculture; Health; Rural & Maritime Development; iTaukei Affairs National Trust of Fiji	coordinating climate change activities at the international, national, regional and sub-national levels; Climate Change Division: sits within the MoFAIC and is responsible for the implementation for the National Climate Change Policy	with the PMU, technical advisors and consultants (where appropriate); coordination with government authorities at a national level; mobilization of human and financial resources.
Subnational authorities	Leaders from divisional and provincial bodies (Commissioners and Provincial councils)	Divisional/Provincial leaders: responsible for addressing climate change at the sub-national levels	Beneficiaries of capacity building and training; congregators of additional stakeholders at village-level
NGOs	WWF; IUCN; Nature Fiji; University of the South Pacific; Conservation International, Wildlife Conservation Society, Seaweb	Have projects dealing with climate change but not necessarily focused on the financing of such actions	Beneficiaries of capacity building and training; delivery of training; community mobilization; and monitoring; providing technical services.
Private sector	Fiji Commerce & Employers Federation; Fiji Development Bank; Warrior Biojet;	CDM projects; LFIs; MFIs	Beneficiaries of capacity building and training; project pipeline development
Regional/ international bodies	SPREP, SPC, PIF, PFFA, UNEP, UNDP	Development policies and projects; Programme and project implementation	Capacity building and training; technical assistance; mobilisation of human and financial resources

1.9 Long-term Solution and Barriers to Achieving the Solution

In the context of the emerging architecture on climate finance, the preferred solution is that the Government of Fiji is able to effectively secure, on its own terms and using domestic skills and capacities, climate finance that is aligned with national priorities to address urgent mitigation and

adaptation needs. There are a number of barriers, with each of the four Outputs addressing different aspects of national capabilities to plan for, access, deploy, and monitor climate finance.

Barrier: Lack of enabling policy environment. The National Climate Change Policy sets policy direction, the Climate Change Coordination Guidelines and the Climate Change Finance Guidelines will streamline coordination among ministries, civil society and other stakeholders and put in place the necessary systems to manage finance in an effective manner. However, both guidelines have yet to be completed and rolled out. Without sufficient rollout, there is a risk that the guidelines will simply sit on the shelf and an important opportunity to streamline action on climate change would be missed. The first Output aims to assist in the development and implementation of regulations, structures and processes for effective, coordinated action on climate change. This includes topics that have been discussed in Fiji for months and years – regulations to enforce environmental laws, institutions such as a national fund to address climate change and tools to ensure that the public is informed on climate change issues.

Barrier: Lack of proper fiduciary standards. Currently, fiduciary standards required under the Green Climate Fund (GCF) have not been finalized. However, the paper, “Business Model Framework: Access Modalities – Accreditation” (GCF/B.05/08) for the 5th Meeting of the Board of the GCF, has identified best-practice fiduciary principles and standards and environmental and social safeguards from existing funds, which is expected to form a basis for the GCF fiduciary requirements. Output 2 will assist Fiji to strengthen national fiduciary capacities based on forthcoming GCF standards. Moreover, this output serves to support the assessment of the feasibility of options for potential Implementing Entities (IEs) under the GCF and further strengthen the capacities of entities to gain accreditation to the GCF. It should be noted that currently there is no National Implementing Entity (NIE) under the Adaptation Fund in Fiji; however, the Ministry of Foreign Affairs (MFA) is the National Designated Authority (NDA) under the Clean Development Mechanism. Building capacities in Fiji for the NIE accreditation process and NDA capacity development under the GCF modality, such as those described in this project document, has co-benefits beyond mere direct access to the GCF – Fiji may also seek AF accreditation or implement a NCF.

Barrier: Ineffective institutional arrangements. The Fiji Climate Change Division has drafted climate finance guidelines that describe an overarching process for the allocation and management of climate finance. These guidelines attend, in particular, to the respective roles and responsibilities of various actors (ministries, departments, units, committees, etc.) within the government, vis-à-vis a range of existing climate change finance sources. Upon finalization of the guidelines, the aim of Output 3 is to put in place a system for ongoing implementation of these guidelines. Currently, the guidelines are not finalized and will be revisited during the inception workshop, where a way forward will be determined. Whereas the guidelines mainly specify “who does what,” the climate finance system constructed under Output 3 will specify means for putting the guidelines into practice -- the “how” of implementation, as opposed to “who” or “what.”

Barrier: Lack of private sector involvement in climate finance in Fiji. The private sector has so far not been a significant actor in addressing climate change in Fiji. However, given the private sector’s role in key economic areas, engagement on climate issues will be important. While little is known about the

sector's level of investment and financial flows toward climate change projects, their significant role in the tourism and energy sectors means they are an actor that ought to be engaged on climate finance issues. Often private sector engagement in climate projects is voluntary, and ad hoc, based on marketing or cost-cutting measures. Outcome 4 aims to take stock of the activities of the private sector and conduct strategic engagement with entities in key sectors such as tourism, agriculture, fisheries and urban development, as well as the financial sector. It aims to set up a long-term infrastructure where incentives and structures are put in place to leverage public funds to attract private investment and set up long-term partnerships. In addition, it aims to support concrete prioritized climate projects in order to help them attract investment.

2 PROJECT STRATEGY

2.1 Project Rationale

The key design principles and strategic considerations of the project include the following:

1. **Strong Country Ownership and Drive:** The project will contribute to addressing gaps in Fiji's readiness for the Green Climate Fund as well as other climate finance priorities as already described earlier in this document. Country ownership is important not only to implement this project effectively but also to integrate lessons and share at international fora. . The project will work with government ministries, primarily with MFA at the field level, and their participation in project planning and management will be a part of overall project management.
2. **Multi-disciplinary:** Climate finance issues cut across all climate change sectors, including water, agriculture, energy and conservation. Technical experts will be sought to engage and build climate finance capacities. Climate finance also demands the attention of many stakeholder groups: government, academia, NGOs, community groups, the private sector and civil society.
3. **Strong Coordination and Collaboration:** The project will work in conjunction with relevant climate finance efforts in Fiji. These include the following: i) national policies and plans such as the National Climate Change Policy and the National Energy Policy; ii) National Capacity Self-Assessment; iii) the results of the Climate Public Expenditure and Institutional Review (CPEIR) iv) the Biodiversity Finance (BIOFIN) initiative
4. **Gender and Social Equity Considerations:** The project will pursue a gender-sensitive approach whereby women's participation in training workshops, demonstration activities and management committees will be strongly promoted. Gender and other social inclusion issues will be considered in all stages of project management. As part of the inception workshop, mainstreaming gender throughout the activities will be considered.

5. **Contribution to Global Knowledge and Capacity and South-South Cooperation:** Readiness for climate finance is an emerging field of study and there is a dearth of knowledge in this area. Recently, some tools and methods for assessing readiness for climate finance are being developed. Moreover, the Green Climate Fund has not yet become operational, and has only issued a generalised working paper on its own concept of readiness. Due to inadequate data and knowledge, it has been difficult to plan and manage climate finance options at multiple levels. In the course of this project programme partners will develop decision making tools that can be applied to assess readiness, identify agencies to manage finance, designate a NDA and NIE, and other critical capacities. As these initiatives are occurring in four other countries (Colombia, El Salvador, Ghana, Benin) with four additional countries to be added, learning from Fiji will be shared with these countries, but will also contribute to how climate finance readiness capacities can minimize climate risk by maximising access to finance in a Pacific island context.
6. **Contribution to National and International Commitments:** The proposed project will contribute to the implementation and improvement of national climate change policy and will assist Fijian stakeholders in planning for, accessing, and managing climate finance. All activities will generate important lessons to feed into the current readiness processes of both the Adaptation Fund and the Green Climate Fund.

2.2 Project Objective

The main objective of the project is to develop the capacity of stakeholders in Fiji to plan for, access, manage, and monitor climate change finance at the national and subnational levels. In order to contribute to the overall goal of project, the following sections provide the project outcomes, outputs and lay out some potential GCF Readiness measures for the project identified during consultations at different levels.

Following the menu of support models (outcomes) developed by the global programme, the project will have four main Outputs:

1. **Strengthened coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance.**
2. **Strengthened institutional capacities (e.g. fiduciary standards) to align with internationally accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity for direct access under the AF and GCF.**
3. **Development of a system for identifying, prioritizing, and developing climate change programs/projects with a view to helping them attract finance.**
4. **Engaged private sector and systems in place to attract private sector resources towards climate change goals.**

The GCF Readiness Programme, delivered in partnership with UNEP and WRI, will achieve the four Outputs listed above through the cooperation and collaboration of all three agencies. The next section gives a full description of all Activity Results and Actions to achieve the four Outputs, All activities form part of the partnership project between the three partners – while each of them being led by different partners as per the table below.

Components	Lead Agency
1. Strengthened coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance	UNDP
2. Enhanced institutional capacities to align with internationally-accepted benchmarks and safeguards, as described in the GCF & AF, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.	UNEP/UNDP
3. Strengthening systems and human resources to identify, prioritize, and develop climate change programs/projects with a view to helping them attract finance.	WRI
4. Engaged private sector and systems established to attract private sector resources towards climate change goals	UNEP

2.3 Project Outputs, Activity Results and Indicative Actions

This project document describes the activities that will be carried out in Fiji on the project “Green Climate Fund Readiness Programme in Fiji” by UNDP.

Project activity will focus on the capacity of all stakeholders in Fiji to effectively and efficiently access, manage, and monitor climate finance. The project will also emphasize improving awareness of climate finance by subnational entities and national stakeholders, and generate knowledge for national policy support and for up-scaling internationally. It should be noted that after each action, one of three agencies is identified in parentheses. This is in relation to which of the three partner agencies will support the Government of Fiji with the actions.

Output 1: Strengthened coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance.

1.1 Education and support for the implementation of Fiji’s Climate Change Coordination Guidelines across national and sub-national levels. The Coordination Guidelines will serve as the basis for capacity building activities for national and sub-national actors and present an opportunity for the project partners to work cooperatively with the Government to ensure widespread, harmonised understanding of the guidelines.

1.1.1 Support to Government of Fiji (CCD) to conduct technical meetings and a workshop to develop a coordination strategy and to solidify roles and responsibilities across government

entities, civil society organizations, private sector and other stakeholders, and the processes and systems for action on climate change **(UNDP)**

1.2.1 Identify how province/division-level (including urban) climate-resilient planning integrates with national policies and support for implementation through a gap analysis **(UNDP)**

1.3.1 Develop flyers and brochures for national and sub-national stakeholders on coordination mechanisms **(UNDP)**

1.2 Undertake a feasibility study for the design and establishment of a Fiji National Climate Fund. Fiji has long-considered establishing a National Climate Fund and this activity will provide a basis for decision-making on the design and creation of the fund.

1.2.1 Support the CCD in hosting inter-ministerial consultations to assess the feasibility of a fund and identify design options, including objectives, capitalization, governance, fiduciary management, implementation arrangements, and measurement and based on these consultations undertake a feasibility study **(UNDP)**

1.2.2 Support the CCD in preparing, in collaboration with the NCCC, a NCFaction plan with key decisions to be taken by the Fiji government with regards to establishing a National Climate Fund **(UNDP)**

1.2.3 Provide advice and expertise to government as needed regarding the establishment of a Fiji National Climate Fund, pending the decision of the Government to undertake establishment of a National Climate Fund **(UNDP)**

1.3 Support the strengthening of climate change regulations, policies and plans. Fiji has a number of climate and environment-related laws, policies and plans including Annual Corporate Plans but there is often confusion about the linkages of climate change to other areas (such as disaster risk reduction) or there is low enforcement (such as with Environmental Impact Assessments). Further, the cabinet had endorsed the development of a climate change law but this has not progressed. This activity will focus on strengthening the regulatory elements necessary for long-term action on climate change. Including to lay the ground work for climate change legislation.

1.3.1 Support CCD in mapping of progress on the mainstreaming climate change into policies and plans as part of the exiting CCD stock-taking process **(WRI)**

1.3.2 Support CCD in identifying and suggesting actions to fill gaps in climate change regulations, policies and plans **(UNDP)**

1.4 Increase stakeholder access to information on climate change and climate finance. The Climate Change Division is developing a public website in partnership with GIZ to disseminate information on climate change. This activity will focus on ensuring that the website is suitable for practitioners on climate change and supports the implementation of the coordination guidelines **(UNDP)**

1.4.1 Compile policies, regulations and other relevant documents for public posting (**UNDP**)

1.4.2 Action: Support the CCD in the development of online systems for the creation and implementation of a pipeline of projects that can attract finance and mainstreaming of climate change across national and sub-national levels (**UNDP**)

Output 2: Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.

2.1 Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF. This workshop would inform stakeholders about the fiduciary requirements under the GCF² as well as other relevant vertical funds (i.e. GEF, AF and CDM). The workshop output would be a roadmap for accreditation of at least one IE under the GCF. This would include a South-South component where expertise gained by other Pacific Islands in the accreditation process under similar funds (i.e. AF, CDM, GEF) would support AF and GCF accreditation in Fiji.

2.1.1 Support the CCD in the preparation of workshop materials on institutional capacities for GCF access requirements; conduct workshop in cooperation with UNEP to familiarise CCD and government stakeholders on GCF access modalities and capacities required (**UNDP**)

2.1.2 Develop a roadmap for alignment of fiduciary standards based on the results of the workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF in 2.1.1 (**UNEP**)

2.1.3 Provision of South – South cooperation through technical expertise of other Pacific islands to support accreditation in Fiji (**UNDP**)

2.2 Mapping and assessment of Fijian national and regional entities that could access funds directly from the GCF and AF. This activity will support the Ministry of Foreign Affairs to engage relevant stakeholders in a process for mapping of potential IEs³ under the GCF to the fiduciary requirements. This form of due-diligence, done in combination with other analyses including that for a National Climate Fund, will support the government to identify the most capable institution to take responsibility and accountability for the full project and programme cycle in an agile, efficient and effective manner. It should be noted that as there is no NIE under the AF, and as such, this process will also be used to facilitate the identification of an NIE for AF. The output of this activity will be identified IE(s) and NIE.

² This can only be done once the fiduciary requirements of the GCF have been approved by the GCF board, which is expected in 2014.

³ This can build off the work undertaken through the Climate Public Expenditure and Institutional Review (CPEIR) to be completed by 1Q 2014.

2.2.1 Review Climate Public Expenditure and Institutional Review (CPEIR) institutional results (UNDP)

2.2.2 Identification and assessment of potential Entities (including NIE, regional entity, establishing a new entity such as a National Climate Fund) to access climate finance through the GCF (UNDP)

2.3 Support the development of an NIE application to the GCF and AF. The selected IE(s) and/or NIE would use the information from the mapping exercise as a starting basis to develop an accreditation application. From experience with the AF accreditation, it has been learned that by submitting an application as soon as possible, feedback can be received to focus future capacity building activities. This component will also use South-South exchange, such as with Samoa and Federated States of Micronesia who have already submitted applications to the AF, to engage expertise with proposal submission from other Pacific Islands.

2.3.1 Assist and facilitate the selected institution, in the process of applying for an NIE accreditation; e.g. set up a working group and prepare together the application documentation (UNEP)

2.4 Development of a Capacity Development Plan for identified IE(s), NIE and/or NDA. Once the IE(s) and/or NIE is identified, the gaps identified through the mapping exercise will be further be analyzed to support the development of a capacity development plan for the identified IE to meet the GCF fiduciary requirements. This would also include the feedback from the submission of the application to the GCF and AF.

2.4.1 Develop capacity building plan for identified IE(s), NIE and/or NDA (UNDP)

2.5 Preparing the implementation of Capacity Development Plan. In this activity the partners will provide identify financial and technical resources to support the implementation of the capacity development plan for achievement of IE and/or NIE accreditation.

2.5.1 Identify financial and technical resources to support the implementation of the plan (UNEP)

Output 3: Strengthened systems and human resources to identify, prioritize, and develop climate change programs/projects with a view to helping them attract finance.

3.1 Develop procedures for prioritizing climate change needs and interventions. Taking into account relevant information (e.g. local level climate change V&A self-assessments, sectoral risk assessments, ongoing climate change projects) and policy guidance (e.g. national climate change policy, integrated rural development plans and mainstreaming of climate change into sectoral policies and sub-national plans), partners will work with Government stakeholders to instill the CCD with necessary project evaluation, appraisal and prioritisation capacities..

3.1.1 Support CCD in mapping of relevant information inputs and planning processes to readily identify mitigation and adaptation needs **(WRI)**

3.1.2 Support the CCD in the development of procedures, criteria and menus to evaluate potential programs/projects based on needs based on needs mapped in 3.1.1 **(WRI)**

3.1.3 Workshop to train and strengthen human resources on prioritization process **(WRI)**

3.2 Fiji-specific tools developed to assess and measure climate change interventions, including Cost-Benefit Analysis and project checklists. This could include, for example, simple national climate change scenarios; stakeholder consultation guidelines and best practice examples; menus of illustrative options for selected economic sectors, geographic regions, social groups, vulnerability drivers, or specific climate challenges. Cost-Benefit Analysis tools and guidance⁴ will take into account the spectrum of economic, social, and environmental costs and benefits that may be relevant in the climate change context. A climate change program/project checklist would supplement the existing Ministry of Finance Checklist for the Release of Ad Hoc Donor Funds. It would address key climate change project criteria, including the benefit-cost analysis and articulation of climate-related project/program impact.

3.2.1 Tailor existing CBA tools used in Fiji and the Pacific **(WRI)**

3.2.2 In cooperation with the CCD, develop project/programme checklist to address key climate change project criteria, including the benefit-cost analysis and articulation of climate-related project/program impact **(WRI)**

3.2.3 Supporting CCD in the identification and development of additional needed tools for example: simple national climate change scenarios; stakeholder consultation guidelines and best practice examples; menus of illustrative options for selected economic sectors, geographic regions, social groups, vulnerability drivers, or specific climate challenges **(WRI)**

3.2.4 Support the CCD to develop strategies to integrate tools into legislation, processes and regulations **(WRI)**

3.2.5 Workshop (joined with above workshop) to train strengthen human resources to use tools **(WRI)**

3.3 Monitoring and evaluation templates and guidance developed. This will take into account national performance tracking indicators; intended impact and theory of change at project/program level;

⁴ The Pacific Adaptation to Climate Change project piloted Cost-benefit Analysis for adaptation projects and is currently being up-scaled through a joint UNDP/SPREP/PIFs/GIZ/ADAPT Asia-Pacific/USP initiative which the Fiji GCF programme can link with.

relevant information/data sources; project/program management needs; long-term national-level evaluation and learning; and funder requirements.

3.3.1 Development of relevant frameworks, templates, and guidance for climate finance and impacts of actions **(WRI)**

3.3.2 Testing of templates/guidance on a real Fijian climate project (GoF)

3.3.3 Develop a plan for data systems for M&E at national level **(WRI)**

3.3.4 Workshop/training(s) to roll out M&E tools (joined with above workshop) **(WRI)**

Output 4: Engaged private sector on concrete climate-relevant projects to attract climate investment.

4.1 Map private sector actors, associations, flows, gaps, opportunities and issues. The mapping will highlight gaps, opportunities and issues facing private sector, and assess options for improving private sector investment flows and make recommendations based on assessment. Hence private sector role will be clarified to support the private sector's continued and enhanced involvement.

4.1.1 Support the CCD in a mapping exercise of the characteristics of private sector engagement, including with banks and MFIs, in climate relevant activities, highlighting gaps, assess lessons learned and identify opportunities for enhanced private sector engagement on climate finance **(UNEP)**

4.1.2 Review framework for private sector investments in climate change activities **(UNEP)**

4.1.3 Assess options for improving private sector flows and make recommendations based on assessment, including specific regulatory/financial incentives for private sector investment where appropriate and recommendations on modalities (types/method of support; necessary funding; beneficiaries; partners and other stakeholders) for training/technical assistance to address institutional capacities in that context **(UNEP)**

4.2 Facilitate private sector engagement on climate change activities. Engagement with the private sector will emphasize long-term, strategic and robust partnerships that support efficient and effective action on climate change. This will occur through direct engagement with private sector actors to identify specific opportunities for action, including incentives that can be provided by government and the identification of joint activities to reduce climate risks.

4.2.1 Support Government to host outreach with the private sector across sectors (e.g. tourism, fisheries, agriculture, finance, energy service providers) **(UNEP)**

- 4.2.2 Identify activities where the private and public sectors can work together to reduce climate risk within, or across, sectors (e.g. a national risk assessment of the tourism sector that identifies concrete areas for future investment) (**UNEP**)
- 4.2.3 Engage the financial sector (e.g. banks, MFIs) in developing and implementing measures to address the gaps between investment potential and finance supply and build the sector's capacity to increase climate relevant investment (**UNEP**)
- 4.2.4 Provide targeted support to project developers (with emphasis on the private sector) to partially cover the costs of critical milestones in the early development process of selected climate relevant projects, with the aim of enabling them to reach financial closure and attract investment by financial institutions. The support can include milestones such as business plan development and financial structuring (**UNEP**)

2.4 Cost-effectiveness of the Proposed Project

The effort to improve climate finance capacities are largely ad-hoc in many countries around the world. These fragmented responses may address an issue or yield an impact in a given locality or sector in a specific time. However, without due consideration of a whole-of-government approach to readiness for climate finance, the outputs and impacts of isolated actions will be unsustainable. With this fragmented approach, opportunities for mainstreaming climate change finance into normative frameworks – a cost-effective way to achieve changes in natural resource management sectors – will be missed.

Unless climate finance capacities and decision making tools for accessing and managing finance are properly incorporated into national policies, plans, and institutions, Fiji stands to lose out on the access to the GCF and other international finance while also losing an opportunity to spur local, climate-relevant investment. Therefore in the absence of support by this project, Fiji will lack the critical capacities needed to fully engage with both external and internal sources of climate finance.

The approach proposed by this project provides an integrated package of measures that will effectively generate the necessary systemic and institutional capacities, decision making tools and actions for achieving readiness for climate finance. Simultaneously, the project will demonstrate a range of options to address both the supply and demand side of climate change financing.

The proposed project is cost effective for two reasons. First, the GCF Readiness programme brings to bear the comparative advantages of three distinct partner agencies (UNDP, UNEP, WRI) with previous experience in building climate finance capacities; since this is a pioneering effort to build GCF readiness, this approach will reduce transaction costs and ensure cohesiveness with emerging international norms. In addition, the global GCF Readiness Programme is designed to work with existing stakeholders and institutions by building capacities in the national context that Fiji might otherwise seek externally. By installing these tools, guidelines and skills now, Fiji will be better placed to access international sources of climate finance.

The project applies existing best practices from the past and ongoing interventions that are proven to be cost effective. There have been few interventions of this comprehensive nature anywhere, with the GCF still in its infancy, and the programme partners represent some of just a few of the organisations who have built these capacities before. The experiences gained will be applied to optimize management of climate finance, thus avoiding optimizing a particular resource at the cost of the others under changing climatic conditions.

2.5 Replicability

One of the important objectives of this project is to develop a pathway to climate finance readiness which can be used elsewhere. Therefore, special attention will be given to decision making tools, institutional assessments, execution of project activities, and monitoring and evaluation of activities. The proposed assessments, tools, and methods will be tested at the national and subnational levels. With this rigour, it is expected that the findings (tools and methods) will be replicable to other countries beyond Fiji.

2.6. Sustainability

2.6.1 Institutional sustainability

The long-term viability and sustainability of the project will depend greatly on institutional sustainability. The project has strong government support at both central and local levels. Various stakeholders from the government and civil society were involved in the GCF Readiness Plan development process leading to a broad consensus over immediate and urgent adaptation priorities. Reflecting the acute understanding within the CCD that capacities to address climate finance concerns need to be strengthened across many sectors, this project has been designed in a programmatic manner and all project outcomes have activities designed to build technical capacities within respective ministries/departments as well as civil society and private sector actors. It is important to note that the engagement of partners in the programmatic approach adopted in the implementation of the project goes beyond sectoral agencies, and include subnational stakeholders to ensure mainstreaming of national climate finance concerns at the local level. Hence, through the implementation of the project, municipalities, civil society, the private sector, as well as usual national stakeholders will gain experience in coordinating with technical agencies from the capital in delivering climate finance capacity building in line with the Readiness Plan.

2.6.2 Environmental Sustainability

The project outcome and outputs are all geared towards increasing efficiency in delivery of climate change finance for enhanced environmental sustainability in Fiji. While the project does not implement measures that directly enhance environmental sustainability per se, the capacity to efficiently and effectively plan, access, and deliver climate finance ensures that all climate interventions are in line with national priorities, strategies and needs. Thus, the eventual external or domestic accessed by Fiji using capacities built or strengthened through the project will be more impactful than finance delivered in

isolation. Lessons and good practice from the project regarding environmental sustainability and climate resilience will furthermore be shared broadly to increase the project impact. UNDP operational procedures (in particular, the Environment and Social Screening procedures) will also be applied and all significant environmental risks will be identified in advance, be eliminated through design alternatives or managed to offset such risks to acceptable levels. As a whole the project will thus have a positive effect on environmental sustainability of development in Fiji and in such cases where environmental risks of specific project activities are identified, these will be addressed adequately.

2.6.3 Social Sustainability

Overall the project will improve the public service delivery in relevant social sectors. Fiji’s ability to access funds for addressing climate change adaptation and mitigation needs should increase by end of the project. The focus on subnational actors and civil society will help ensure that neglected groups can build capacities to access funds to address the highly-localised impacts of climate change, especially relevant for a SIDS. Women will especially benefit from improved access to climate finance, as availability of nontraditional sources of finance – microfinance, crowd-sourced finance – can benefit vulnerable and marginalized groups. The project approach to readiness and its results will be documented and lessons shared to create a higher understanding of and support for climate finance development effectiveness approaches in Fiji and elsewhere. As part of this process, the critical role of civil society organizations in sustainable development and the need for partnerships between Government and non-state actors, will also be further promoted and strengthened.

2.6 Potential risks and assumptions

Project Risks and assumptions (Table 6) were also analyzed during site visit and project design stage and a brief outline is presented below.

Table 6: Potential project risks and assumptions

Identified Risks	Risk rating	Mitigation Measures
Political risk: Successful outcome for this project is highly dependent on political agreement and progress made within the GCF process. While it has been agreed that direct access will be one of the modalities for the disbursement of GCF funds, the exact modalities are still under development. In addition, the scale and process of capitalization of GCF funds are still in process of being	High	<ul style="list-style-type: none"> • Closely following and associating with the on-going international negotiations and the outcomes of the GCF Board meetings, as well as ensuring a dynamic set-up of the Programme activities that can be adapted to potential changes of GCF modalities. • Providing broad-based support that builds readiness capacities beyond those identified by the GCF ensures this project will assist Fiji to access international finance even in absence of clear signals from GCF

<p>defined. Delays or changes in the modalities of the implementation and deployment of the GCF funds may impact the design of the GCF Readiness Programme activities.</p>		
<p>Institutional setup: The successful outcome of the proposed project, in particular with regards to advancing in the accreditation process of potential implementing entities vis-à-vis the GCF, is dependent on a proactive process within the target countries in terms of nominating a national, subnational or regional implementing entity to be accredited.</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Comprehensively informing and advising the target country governments regarding accreditation requirements, and offer targeted support to the governments in the process of consulting about and identifying an appropriate institution.
<p>Loss of government support may result in lack of prioritization of project activities.</p>	<p>Low</p>	<ul style="list-style-type: none"> • Ensure that government maintains its commitment and considers the project as a support to its climate change policies and priorities programmes by undertaking regular stakeholder consultation and capacity building.
<p>Capacity constraints of local institutions may limit the ability to undertake project activities.</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Identify and develop human resources capacity as required. • Initiate collaboration and exchange between local institutions and international expert groups • National coordinator to ensure timely delivery of project outputs.

3 PROJECT RESULTS FRAMEWORK

The Results Framework for the UNDP-involved components of the project is presented below (Table 2). For the full Results Framework for the partnership project, please see the UNEP and WRI Results Framework in Annex 3.

Table 2: Result framework

	<u>Indicators</u>	<u>Baseline</u>	<u>Targets End of Project</u>	<u>Sources of verification</u>	<u>Inputs (\$USD)</u>	<u>Risks</u>
Output 1: Strengthened coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance.						
	1.1 Education and support for the implementation of Fiji’s Climate Change Coordination Guidelines across national and sub-national levels. 1.2 Undertake a feasibility study for the design and establishment of a Fiji National Climate Fund. 1.3 Support the strengthening of climate change regulations, policies and plans. 1.4 Increase stakeholder access to information on climate change and climate finance.					
National and subnational authorities in Fiji have fully implemented the Climate Change Coordination Guidelines and cooperation between and amongst climate change agencies is strengthened	Number of training workshops and reports regarding management of climate finance across institutions including finance management systems;	No trainings on climate finance management coordination across institutions;	Three trainings (one for national government, one subnational, one private sector/CSO) with at least 40% of the participant’s being women	Interim progress report Workshop report(s) Published communications materials Survey of training workshop attendees	42,500	Inability of national and subnational stakeholders to effectively coordinate due to technological or other issues
Action plan on establishing a National Climate Fund is prepared	Action plans to establish a National Climate Fund; National climate Fund	No action plan to establish a National Climate Fund	Feasibility study completed for the establishment of a National Climate Fund and action plan for National Climate Fund establishment is prepared	Interim progress report Technical assistance documentation Survey on quality of technical assistance.	41,800	Complexity of NCF too difficult to effectively establish in given time frame of project
National and subnational climate change regulations, policies and plans are strengthened including the gender dimension	Number of gap analyses on climate change regulations, policies and plans;	No gap analyses existing institutional, policy or capacity needs	Gap analysis on national policies and plans including gender gaps; Gap analysis on subnational policies and plans including gender gaps	Interim progress report National & subnational policy	10,000	Incompatibility between national and subnational regulations, policies, and plans hampers strengthening
Stakeholder access to climate change and climate finance information is	National and/or regional online Climate Finance Options Platform set up	No publicly available online platform for climate finance	Online climate finance platform developed, populated and	Interim progress report Number of hits (site visits) on the	42,500	Limited IT capacity of government to effectively host

increased and information distribution systems created	identifying sources of climate funding and facilitating the sharing of information and experience in engaging with these sources	information and knowledge sharing	launched	Fiji climate finance platform		platform Lack of complementarity with existing online platforms
Output 2: Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.						
	2.1 Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF 2.2 Mapping and assessment of Fijian national and regional entities that could access funds directly from the GCF and AF 2.4 Development of a Capacity Development Plan for identified IE(s), NIE and/or NDA 2.5 Preparing the implementation of Capacity Development Plan					
Increased knowledge in government institutions regarding requirements for direct and indirect access to funds of the GCF, access to and mobilization of climate finance more broadly (international, national, private and public)	Number of training workshops on GCF and climate finance;	No training performed on direct access modalities for the GCF	Training conducted on requirements for direct and indirect access to GCF with at least 40% of the participants women	Interim progress report Workshop report Number of staffers trained in requirements for accessing GCF funds	25,000	Difficulty to assemble all necessary stakeholders for training workshops
Potential entities for direct access to the GCF and AF are mapped and assessed	Number of potential entities identified and assessed to qualify as NIE, RIE, or NCF to qualify for direct access to the Green Climate Fund	No potential IEs assessed for direct access to the GCF	One potential NIE capacity is assessed for accreditation to GCF direct access modality	Interim progress report NIE assessment	31,608	Lack of appropriate entities to act as NIE within Fiji Political sensitivity in choosing national entity to act as NIE
Capacity development plan for the identified IEs, NIE or NDA is prepared for implementation	Number of capacity development plans prepared for IEs	No capacity development plan for potential IEs	Capacity Development Plan developed		50,000	Lack of human or institutional resources to effectively create a plan around NIE capacity development
Output 3: Strengthened systems and human resources to identify, prioritize, and develop climate change programs/projects with a view to helping attract finance.						
	3.1 Develop procedures for prioritizing climate change needs and interventions 3.2 Fiji-specific tools developed to assess and measure climate change interventions, including Cost-Benefit Analysis and project checklists					

	3.3 Monitoring and evaluation templates and guidance developed					
Strengthening systems and human resources to identify, prioritize, and develop climate change programs/projects with a view to helping attract finance.	Number of stakeholders trained on climate change prioritisation process	No stakeholders trained on needs prioritisation	Development of procedures, criteria and menus to evaluate potential programs/ projects based on needs including a gender dimension. At least one inter-ministerial body trained on needs prioritisation process	Interim progress report Workshop report	2,500	Lack of clear guidelines on mitigation/ adaptation needs in national strategies
Fijian entities are capacitated to use the developed tools to assess and measure climate change interventions and said tools are integrated into national policies and processes	Number of tools developed or tailored for Fiji to assess climate interventions	No nationally-specific tools for assessing impact of project/ programme interventions	Project/Programme checklist developed to address key climate change criteria, including cost-benefit analysis with gender considerations	Interim progress report	4,200	Complexity of tools too time-consuming for effective training
M&E tools are developed to measure climate finance impacts on an actual climate project in Fiji and stakeholders are trained in the use of the tools (WRI)	Number of stakeholders trained on M&E templates and frameworks	No M&E framework in place in Fiji	M&E framework adopted for use in assessing climate finance impact including differential impacts on men and women National stakeholders trained in use of M&E tools, frameworks with at least 40% of the trainees being women	Interim progress report Workshop report	3,500	M&E tools can take long time to develop effective and useful templates and frameworks
Output 4: Engaged private sector on concrete climate-relevant projects to attract climate investment.						
	4.1 Map private sector actors, associations, flows, gaps, opportunities and issues					
Private sector actors and systems are mapped to highlight gaps and opportunities with potential capacity support assessed for further engagement (UNEP)	Number of private sector mapping in area of climate-relevant investment	No private sector climate investment mapping analyses	Private sector mapped for climate-relevant investment Report produced on gaps and opportunities for private sector climate-relevant investment including in relation to gender	Interim progress report Private sector investment mapping report	2,100	Private sector actors not effectively engaged with climate finance processes Proprietary concerns prohibit private sector actors from full cooperation with mapping

			dimensions		
Programmable Costs (Outputs 1-4)				US\$262,708	
Output 5: Project Management					
GCF Readiness Programme National Coordinator (NC) – Fiji (TOR Annex 5) (NO-A)				US\$190,000	
Administrative/Finance Associate (AFA) (TOR Annex 5) (G5)					
Rent, Utilities, Internet Charges, Telephone, HR cost - leave monitoring				US\$5,484	
Monitoring and Evaluation (see section 4.6, table 8)				US\$20,508	
Project Management Cost (Output 5)				US\$215,992	
UNDP Subtotal (Outputs 1-5)				US\$478,700	
UNDP GMS (10%)				US\$47,870	
UNDP Total				US\$526,570	

4 BUDGET AND WORK PLAN

4.1 Annual Work Plan

Table 3 describes the annual work plan and budget allocation per Activity and Action for the UNDP-led components of the programme. For information on the annual work plans and budget for the partnership project components led by UNEP and WRI, please see Annex

Table 3: UNDP Annual Work Plan, Year 1

EXPECTED OUTPUTS (see results framework for baselines, indicators and targets)	ACTIVITY RESULTS	ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
			2014	2015				DESCRIPTION	AMOUNT (US\$)
			Q4	Q1	Q2	Q3			
OUTPUT 1: Strengthened coordination among stakeholders and institutions of national and subnational entities to manage and deliver climate finance	1.1: Education and support for the implementation of Fiji's Climate Change Coordination Guidelines across national and sub-national levels	Action 1.1.1: Conduction of technical meetings and a workshop to develop a coordination strategy and to solidify roles and responsibilities across government entities, civil society organizations, private sector and other stakeholders, and the processes and systems for action on climate change 0020	x	x			UNDP	Project implementation team staff costs	7,500
								Meeting costs (venue)	15,000
		Action 1.1.2: Identify how province/division level (including urban) climate-resilient planning integrates with national policies and support for implementation	x	x			UNDP	Project implementation team staff costs	7,500
		Action 1.1.3: Develop flyers and brochures for national and sub-national stakeholders on coordination mechanisms for these stakeholders regarding Fiji's Climate Change Coordination Guidelines	x	x			UNDP	Project implementation team staff costs	2,500
								Publications cost	10,000
							Subtotal Activity 1.1	42,500	
	A1.2: Undertake a feasibility study for the design and establishment of a Fiji National Climate Fund	Action 1.2.1: Host inter-ministerial consultations to assess the feasibility of a fund and identify design options, including objectives, capitalization, governance, fiduciary management, implementation arrangements, and measurement and based on these consultations undertake a feasibility study	x	x			UNDP	Project implementation team staff costs	5,000
		Action 1.2.2: Prepare, in collaboration with the NCCC, an action plan with key decisions to be taken by the Fiji government on a National Climate Fund.		x	x	x	UNDP	Project implementation team staff costs	20,000

	Action 1.2.3: Provide advice and expertise to government as needed regarding the establishment of a Fiji National Climate Fund			x	x	UNDP	Project implementation team staff costs	4,200
							Subtotal Activity 1.2	29,200
1.3: Support the strengthening of climate change regulations, policies and plans.	Action 1.3.2: Identify and suggest actions to fill gaps in climate change regulations, policies and plans based on 1.3.1 (WRI) ⁵			x	x	UNDP	Project implementation team staff costs	10,000
							Subtotal Activity 1.3	10,000
1.4: Increase stakeholder access to information on climate change	Action 1.4.1: Compile policies, regulations and other relevant documents for public posting	x	x			UNDP	Project implementation team staff costs	7,500
	Action 1.4.2: Based on the compilation in 1.4.1 and together with outreach activities of the Climate Change Division, create online systems to support the creation and implementation of the pipeline of projects that can attract financing and mainstreaming of climate change across national and sub-national levels.			x	x	UNDP	Project implementation team staff costs	2,500
							Contractor costs – IT development	15,000
							Subtotal Activity 1.4	25,000
2.1: Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF	Action 2.1.1: Prepare workshop materials and conduct workshop		x			UNDP	Project implementation team staff costs	7,500
							Meeting cost (venue)	5,000
	Action 2.1.2: Based on the workshop in 2.1.1, develop a roadmap for alignment of fiduciary standards under the GCF			x	x		Project implementation team staff costs	2,500
	Action 2.1.3: Provision of South – South cooperation through technical expertise of other Pacific islands to			x	x	UNDP	Project implementation team staff costs	5,000

⁵ For information on the referenced activity, please see Partnership project Annual Work Plan in Annex 4

OUTPUT 2: Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.		support accreditation in Fiji								
							Subtotal Activity 2.1	20,000		
	2.2: Mapping and assessment of Fijian national entities that could access funds directly from the GCF and AF	Action 2.2.1: Review climate public expenditure and institutional review (CPEIR) results		x	x			Project implementation team staff costs	3,500	
		Action 2.2.2: Identification and assessment of potential Entities (including NIE, Regional entity, establishing a new entity such as a National Climate Fund) to access climate finance through the GCF						Project implementation team staff costs	7,500	
						x	x		Travel costs	3,108
									Meeting cost (venue)	5,000
							Subtotal Activity 2.2	19,108		
	2.4: Development of a Capacity Development Plan for identified IE(s), NIE and/or NDA	Action 2.4.1: Develop capacity development plan for identified IE(s), NIE and/or NDA						Project implementation team staff costs	5,000	
						x	x	UNDP	Technical consultants	5,000
									Meeting cost (venue)	5,000
						Subtotal Activity 2.4	15,000			
OUTPUT 3: Strengthening systems and human resources to identify, prioritize, and develop climate change programs/projects with the view to helping them attract finance.	3.1: Procedures developed for prioritizing climate change needs and interventions	Action 3.1.2: Development of procedures, criteria and menus to evaluate potential programs/projects based on needs								
						x	x	UNDP	Project implementation team staff costs	1,250
							Subtotal Activity 3.1	1,250		
	3.2: Fiji-specific tools developed to assess and measure climate change interventions, including Cost-Benefit Analysis and project checklists	Action 3.2.1: Tailor existing CBA tools used in Fiji and the Pacific				x	x	UNDP	Project implementation team staff costs	1,050
Action 3.2.2: Development of project/programme checklist to address key climate change project criteria, including the benefit-cost analysis and articulation of climate-related project/program impact					x	x	UNDP	Project implementation team staff costs	1,050	

								Subtotal Activity 3.2	2,100
	3.3: Monitoring and evaluation templates and guidance developed	Action 3.3.1: Development of relevant frameworks, templates, and guidance for climate finance and impacts of actions			x	x	UNDP	Project implementation team staff costs	3,500
								Subtotal Activity 3.3	3,500
TOTAL YEAR 1 (US\$)									167,658

Annual Work Plan (Year 2)
Table 4: UNDP Annual Work Plan, Year 2

EXPECTED OUTPUTS (see results framework for baselines, indicators and targets)	ACTIVITY RESULTS	ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
			2015		2016			DESCRIPTION	AMOUNT (US\$)
			Q3	Q4	Q1	Q2			
OUTPUT 1: Strengthened coordination among stakeholders and institutions of national and subnational entities to manage and deliver climate finance	Activity 1.2: Undertake a feasibility study for the design and establishment of a Fiji National Climate Fund	Action 1.2.3: Provide advice and expertise to government as needed regarding the establishment of a Fiji National Climate Fund					UNDP	Project implementation team staff costs	12,600
			x	x	x	x			

							Subtotal Activity 1.2	12,600	
	Activity 1.4: Increase stakeholder access to information on climate change	Action 1.4.2: Based on the compilation in 1.4.1 and together with outreach activities of the Climate Change Division, create online systems to support the creation and implementation of the pipeline of bankable projects and mainstreaming of climate change across national and sub-national levels.	x	x			UNDP	Project implementation team staff costs	2,500
								Contractor costs – IT development	15,000
							Subtotal Activity 1.4	17,500	
OUTPUT 2: Enhanced institutional capacities (e.g. fiduciary standards) to	Activity 2.1: Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF	Action 2.1.3: Provision of South – South cooperation through technical expertise of other Pacific islands to support accreditation in Fiji	x	x	x	x	UNDP	Project implementation team staff costs	5,000
								Subtotal Activity 2.1	5,000
	Activity Result 2.2: Mapping and assessment of Fijian national entities that could access funds directly from the GCF and AF	Action 2.2.2: Identification and assessment of potential Entities (including NIE, Regional entity, establishing a new entity such as a National Climate Fund) to access climate finance through the GCF	x	x			UNDP	Project implementation team staff costs	7,500

align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.								Meeting costs (venue)	5,000
								Subtotal Activity 2.2	12,500
	Activity 2.4: Development of a Capacity Development Plan for identified IE(s), NIE and/or NDA	Action 2.4.1: Develop capacity development plan for identified IE(s), NIE and/or NDA	x	x	x	x	UNDP	Project implementation team staff costs	15,000
								Technical consultants	15,000
								Meeting costs (venue)	5,000
								Subtotal Activity 2.4	35,000
Activity 2.5: Implementation of Capacity Development Plan	Action 2.5.1: Assist with identification of financial and technical resources to support the implementation of the plan	x	x	x	x	UNDP	Project implementation team staff costs	4,667	
							Subtotal Activity 2.5	4,667	
OUTPUT 3: Strengthening systems and human resources to identify, prioritize, and develop bankable climate change programs/projects.	Activity 3.1: Procedures developed for prioritizing climate change needs and interventions	Action 3.1.2: Development of procedures, criteria and menus to evaluate potential programs/projects based on needs	x	x			UNDP	Project implementation team staff costs	1,250
								Subtotal Activity 3.1	1,250
	Activity 3.2: Fiji-specific tools developed to assess and measure climate change interventions, including Cost-Benefit Analysis and project checklists	Action 3.2.1: Tailor existing CBA tools used in Fiji and the Pacific	x	x			UNDP	Project implementation team staff costs	1,050
		Action 3.2.2: Development of project/programme checklist to address key climate change project criteria, including the benefit-cost analysis and articulation of climate-related project/program impact	x	x			UNDP	Project implementation team staff costs	1,050
							Subtotal Activity 3.2	2,100	

TOTAL YEAR 2 (US\$)		90,617
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Annual Work Plan (Year 3)

Table 5: UNDP Annual Work Plan Year 3

EXPECTED OUTPUTS (see results framework for baselines, indicators and targets)	ACTIVITY RESULTS	ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
			2016					DESCRIPTION	AMOUNT (US\$)
			Q3	Q4					
OUTPUT 2: Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.	Activity 2.5: Implementation of Capacity Development Plan	Action 2.5.1: Assist with identification of financial and technical resources to support the implementation of the plan	x	x			UNDP	Project implementation team staff costs	2,333
								Subtotal Activity 2.5	2,333
OUTPUT 4: Engaged private sector and systems established to attract private sector resources towards climate change goals	Activity 4.1: Mapping private sector actors, associations, flows, gaps, opportunities and issues	Action 4.1.3: Assess options and provide capacity building for improving private sector flows and make recommendations based on assessment, including specific regulatory/policy incentives for private sector investment and providing training/technical assistance to address institutional capacities.	x	x			UNDP	Project implementation team staff costs	2,100

										Subtotal Activity 4.1	2,100
TOTAL YEAR 3 (US\$)											4,433

4.2 Total Budget Work Plan

Award ID:	00084036	Project ID(s):	00092239							
Award Title:	PIMS 5601 : Green Climate Fund Readiness Programme									
Business Unit:	FJI10									
Project Title:	Green Climate Fund Readiness Programme in Fiji									
PIMS no.	5601									
Implementing Partner (Executing Agency)	Ministry of Foreign Affairs, Climate Change Division									
Outcome	Implementing Agent	Fund ID	Donor	UNDP B/L	UNDP B/L Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Note
Outcome 1 Strengthened coordination among stakeholders and institutions of national and subnational entities to manage and deliver climate finance	MoF, Fiji	62040	UNEP	71200	International Consultants	34,200	12,600	-	46,800	1A
				71300	Local Consultants	32,500	2,500	-	35,000	1B
				72100	Contractual Services - Companies	15,000	15,000	-	30,000	1C
				74200	Audiovisual & Printing	10,000	-	-	10,000	1D
				75700	Training, Workshop & Conference	15,000	-	-	15,000	1E
				SUBTOTAL: OUTCOME 1		106,700	30,100	-	136,800	
Outcome 2 Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.	MoF, Fiji	62040	UNEP	71200	International Consultants	17,500	22,500	-	40,000	2A
				71300	National Consultants	18,500	24,667	2,333	45,500	2B
				71600	Travel	3,108	-	-	3,108	2C
				75700	Training, Workshop & Conference	15,000	10,000	-	25,000	2D
				SUBTOTAL: OUTCOME 2		54,108	57,167	2,333	113,608	
Outcome 3. Strengthening systems and human resources to identify, prioritize, and develop climate change programs/projects with the view to helping them attract finance.	MoF, Fiji	62040	UNEP	71300	Local Consultants	6,850	3,350	-	10,200	3B
				SUBTOTAL: OUTCOME 3		6,850	3,350	-	10,200	
Outcome 4 Engaged private sector and systems established to attract private sector resources towards climate change goals	MoF, Fiji	62040	UNEP	71300	Local Consultants	-	-	2,100	2,100	4B
				SUBTOTAL: OUTCOME 4		-	-	2,100	2,100	
Project Management costs	PIU/UNDP	62040	UNEP	71300	Local Consultants	63,333.33	63,333.33	63,333.34	190,000	PM A

			74100	Professional Services	-	-	10,508	10,508	PMB
			72200	Equipment & Furniture	1,828	1,828	1,828	5,484	PM C
			75700	Training, Workshop and Conference	10,000	-	-	10,000	PM D
			<i>SUBTOTAL for PIU / management costs</i>		75,161.33	65,161.33	75,669.34	215,992	
			Sub-total		242,819.33	155,778.33	80,102.34	478,700	
			GMS 10%		24,281.93	15,577.83	8,010.23	47,870	
			Project Total		267,101.26	171,356.16	88,112.57	526,570	
Summary of funds	Fund	Amount Year 1	Amount Year 2	Amount Year 3	TOTAL				
	62040	242,819.33	155,778.33	80,102.34	478,700				
	TOTAL	242,819.33	155,778.33	80,102.34	478,700				
Note	Description of cost item								
1A	<ul style="list-style-type: none"> National climate change fund specialist – 40 days (1.2.2) Technical assistance, national climate change fund – 10% staff time 18 months (1.2.3) 								
1B	<ul style="list-style-type: none"> Coordination specialist – 35 days (1.1.1, 1.1.2, 1.1.3) 								
1C	<ul style="list-style-type: none"> ICT contractor to develop online knowledge platform to support climate change mainstreaming and project pipeline development - \$30,000 								
1D	<ul style="list-style-type: none"> Publications for dissemination on implementation of national climate change guidelines – 2 sets @ \$5,000/each = \$10,000 								
1E	<ul style="list-style-type: none"> Workshop for national stakeholders to strengthen and implement national climate change guidelines - \$5,000 Workshop for subnational stakeholders to strengthen and implement national climate change guidelines - \$5,000 Workshop for private & CSO sector stakeholders to strengthen and implement national climate change guidelines - \$5,000 								
2A	<ul style="list-style-type: none"> NIE Accreditation specialist – 50 days (2.2.2, 2.4.1) Capacity development specialist – 10 days (2.5.1) 								
2B	<ul style="list-style-type: none"> Technical assistance, Institutional capacity building – 40 days (2.1.1, 2.1.2, 2.1.3) CPEIR specialist – 5 days (2.2.1) 								
2C	<ul style="list-style-type: none"> Travel NIE assessment workshop - \$3,108 								
2D	<ul style="list-style-type: none"> Workshop on GCF/AF fiduciary standards - \$5,000 Workshop on NIE accreditation capacity assessment - \$10,000 Technical consultations with government on NIE capacity development plan - \$10,000 								

3B	<ul style="list-style-type: none"> Project prioritization specialist – 16 days
4B	<ul style="list-style-type: none"> Financial flows assessment review – 3 days
PM A	<ul style="list-style-type: none"> National programme coordinator – 2.5 years full time Finance and admin officer – 2.5 years of 50% time
PM B	<ul style="list-style-type: none"> Audit at project closure – 4% of total programmable cost
PM C	<ul style="list-style-type: none"> Rent, equipment, leave-cost monitoring - \$5,484
PMD	<ul style="list-style-type: none"> Inception workshop - \$10,000

5 MANAGEMENT ARRANGEMENTS

5.1 Project Execution and Oversight

This project will be implemented under National Implementation Modality (NIM) the UNDP, Fiji MCO, who will be responsible for timely disbursements of funds to the Ministry of Foreign Affairs, Fiji, and providing oversight to the management to make sure that project outputs are delivered in an efficient and cost effective manner. UNDP, Fiji MCO will also co-ordinate with other GCF Readiness partners, WRI and UNEP to secure their inputs in developing a joint work plan for the partnership project, tracking the progress and reporting. However, WRI and UNEP will be responsible for delivery of their specific outputs of the partnership project.

The overall partnership project will be jointly implemented by UNEP, UNDP and WRI and each of these agencies will be responsible for managing their part of GCF Readiness funds and produce outputs as indicated below. While UNDP will be responsible only for implementing the Activities and Actions as indicated in the Results Framework in Section 2.6, the partner agencies will cooperate to deliver the overall programme in collaboration with implementing partners in the Government of Fiji and other agencies. The sum total of all the activities carried out in Fiji by UNDP, UNEP and WRI can be referred to as “the partnership project” in Fiji, as part of the global programme on Green Climate Fund Readiness Programme.

It is to be noted that by signing this document, UNDP is assuming responsibility and accountability for the activities it undertakes and the funds it administers as agreed between UNEP and UNDP under a global Cost Sharing Agreement. The outputs UNDP is responsible for are clearly noted in the text, and the budget that UNDP is administering in Fiji is described in the annual work plan in Section 2.7. The partnership project Activities and Actions delivered by UNEP and WRI are clearly marked and expanded upon in Annex 3 and 4.

Table 7: Main outputs of Fiji GCF Readiness plan

Components	Lead Agency
1. Strengthened coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance	UNDP
2. Enhanced institutional capacities to align with internationally-accepted benchmarks and safeguards, as described in the GCF & AF, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.	UNEP/UNDP
3. Strengthening systems and human resources to identify, prioritize, and develop climate change programs/projects with a view to helping them attract finance.	WRI
4. Engaged private sector and systems established to attract private sector resources towards climate change goals	UNEP

The NC will work closely with CCD, MFA to ensure project results are well coordinated at the national level together with other climate change adaptation activities implemented by other agencies.

The following support will be provided by the government. MFA will:

- Direct the Climate Change Division to act as the focal point for the work as the Senior Beneficiary of the National Coordination Committee.
- Will provide office space for the Project Management Unit (PMU) for the duration of the project. It is envisaged that the Project Manager will spend part-time at MFA and part-time at the UNDP office. The NC will nominally spend 80% of his or her time at MFA and 20% at UNDP

5.1.1 Project Coordination Mechanism

The Climate Change Division (CCD) established under the MFA will facilitate coordination of project results at the national level as the designated government focal point for the programme. CCD will provide updates to the NCCCC on the progress of the project. The NCCCC comprises a broad group of government stakeholders, (MF, MSP, MLDUGHE, MoA, MIA, MPDNDM and MoH). This will ensure that all components of the broader partnership, including components UNDP, UNEP and WRI are responsible for, will be coordinated through the NCCCC mechanism.

5.1.2 National Coordination Committee

The National Coordination Committee (NCC)/ project board will be the decision making body of the project and will take necessary management and policy decisions needed for the effective implementation of project activities. The setup of the NCC can be seen in Figure 3. The NCC will approve work plans and budget, review progress and provide support for project implementation. The NCC will advise the project management as necessary to ensure effective and timely implementation of the project activities to achieve the envisioned results/outputs. The NCC will also facilitate coordination among various partners and liaison with the MFA that will provide overall co-ordination support. The NCC will consist of representatives from the MFA, UNEP, WRI and UNDP. The National Coordinator, serving as the local representative of the partner agencies, will serve as the Secretariat for the NCC.

The NCC/project board consists of three different types of members with roles defined as follows:

- The executive which represents the programme ownership and co-chair responsibility
- The senior supplier role is that of development partners with responsibility for providing guidance and oversight on programme delivery
- The senior beneficiary role is that represented by the responsible parties and co-chair responsibility

The National Coordinating Committee will have the following roles, relating both to the UNDP project and to the partnership project:

- Provide recommendations on the overall implementation of the Programme in the country;
- Review and approve draft country readiness programmes and annual work plans and budgets against country needs and priorities;
- Ensure that implementation of the Programme is in line with the agreed GCF Readiness Plan for the country;

- Facilitate linkages and collaboration with relevant national partners, centers of expertise/excellence and other target country stakeholders;
- Address issues that may have major implications for the national implementation of the Programme;
- Facilitate consultative processes with stakeholders at the country level, including relevant government agencies and institutions, civil society, and private sector at national and subnational level in defining and implementing activities to avoid duplication or overlap between the Programme and other similar activities in the target country, and to create necessary linkages and develop synergies with other activities in the target country;
- Ensure that the Programme takes into account new policies or initiatives that are developed by the target country government;
- Foster positive visibility of the Programme at the national level;
- Foster exchange and dialogue and opportunities for experimental learning among countries within the same region;
- Identify and facilitate opportunities for possible up-scaling of the Programme within the country, as far as the Programme's resources allow doing so.

The NCC will operate according to the following rules:

- The NCC will hold a teleconference call (and/or webinar where possible) upon the initiative of any member of the NCC, but generally twice a year. As an alternative to teleconference calls and based on the same frequency, face-to-face meetings may be undertaken upon the initiative of any member of the NCC; in such case, meetings will take place, as far as possible, in the course of scheduled agency missions to Fiji, taking into account cost-saving considerations.
- The NCC will be co-chaired by the Permanent Secretary of MFA in its role as the government focal point of the project and on a yearly rotating basis, UNEP's, UNDP's and WRI's Programme manager will serve as a co-chairperson of the NCC..
- The first meeting will be held within the first six months after the PMU is established following the recruitment of the National Coordinator.
- The National Coordinator will serve as the secretary to the NCC and will not be a voting member. His/her tasks will include conveying/organizing the NCC meetings; presenting the Programme's progress to the NCC; taking notes during – and circulating notes after the NCC meetings.
- Additional representatives of the partners may be invited to join the NCC meetings in an observer capacity without voting rights
- There are four votes on the NCC, one for CCD/MFA, UNEP, WRI and UNDP.

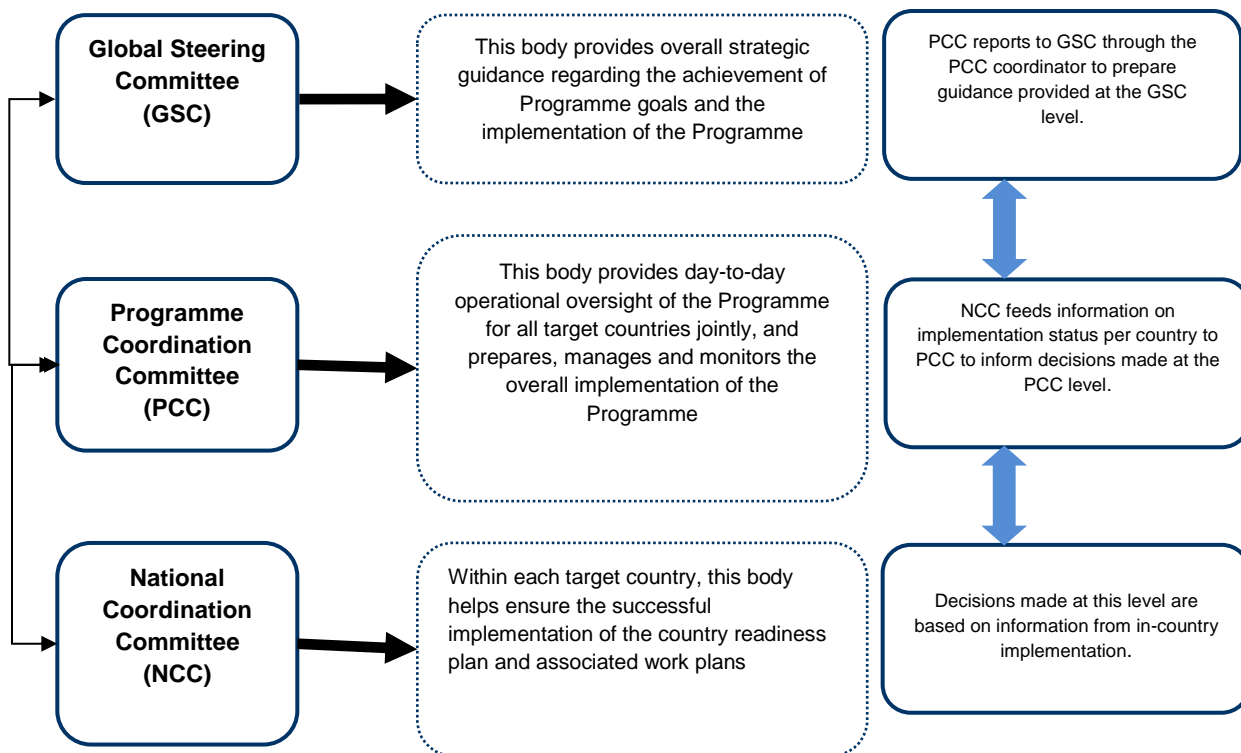
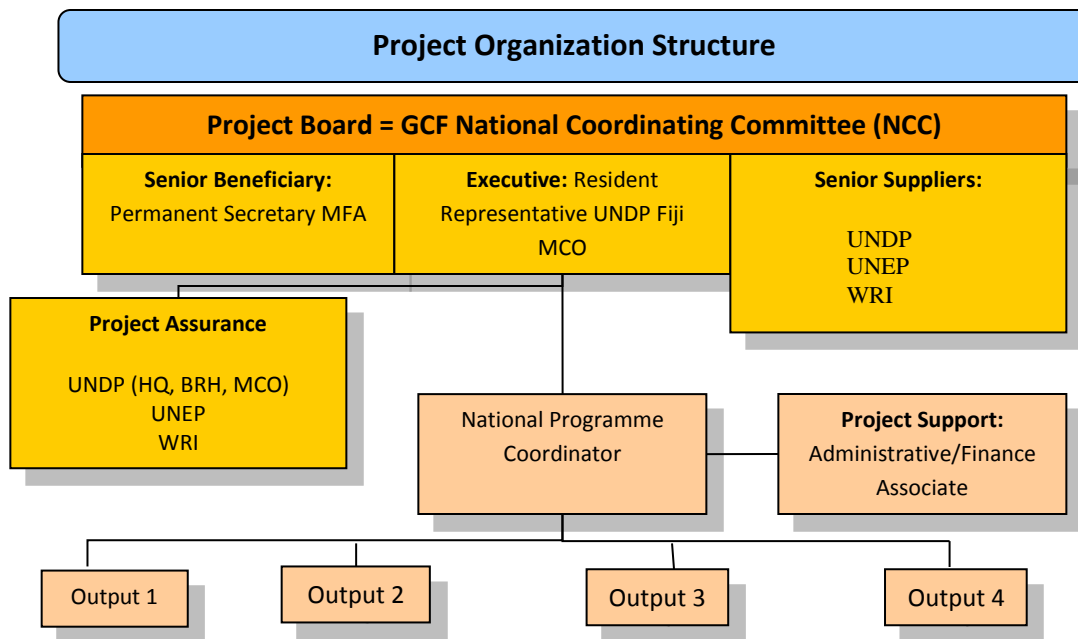


Figure 3. Project Organization Structure and linkage from country to global

5.2 Project Assurance:

The project assurance role ensures that work is done in line with the objectives and targets set for the programme. The project will rely on strong cooperation at the national (National Programme Coordinator, National Coordination Committee) and global (Global Steering Committee, Programme Coordination Committee) levels to ensure objectives are reached and outcomes completed. The UNDP Multi-Country Office for the Pacific, along with the Project Management Unit (described below) UNDP HQ and Regional Centre for Asia-Pacific, and partner agencies, support the National Coordination Committee by carrying out interdependent project oversight and monitoring functions. The assurance role also ensures appropriate project management milestones which need to be managed and completed by the project team. Although the NCC has the overall quality assurance role of the project with the support of the National Programme Coordinator, project implementation will be further supported through an additional assurance role performed by a designated Global Technical Advisor for the UNDP-led Outcomes / Outputs. Finally, a Global Programme Coordinator will ensure coherence between the national programmes and the overall global programme, aggregate best practices and lessons learned for knowledge sharing between programme countries and the global readiness community of practice, and liaise with the donor for reporting and administrative purposes.

5.3 Project Management Unit:

A Project Management Unit (PMU) will be established in Suva, Fiji to effectively coordinate actions of all partners in country UNDP, UNEP, and WRI – ensuring synergies and coherence and tracking progress of the broader partnership project as a whole. It will manage the implementation of the Programme in the country, on behalf of and guided in his/her work by the three partners UNEP, UNDP and WRI. The PMU consists of the **National Coordinator (NC)** and the **Administrative and Financial Associate**. The PMU will be responsible for providing technical backstopping and oversight and implementing partners and overall monitoring of the project. National Coordinator will be responsible for the overall implementation of the project. The NC will be supported by support staff at the centre. The PMU will develop necessary operational guidelines for smooth implementation of the project and submit to NCC for approval.

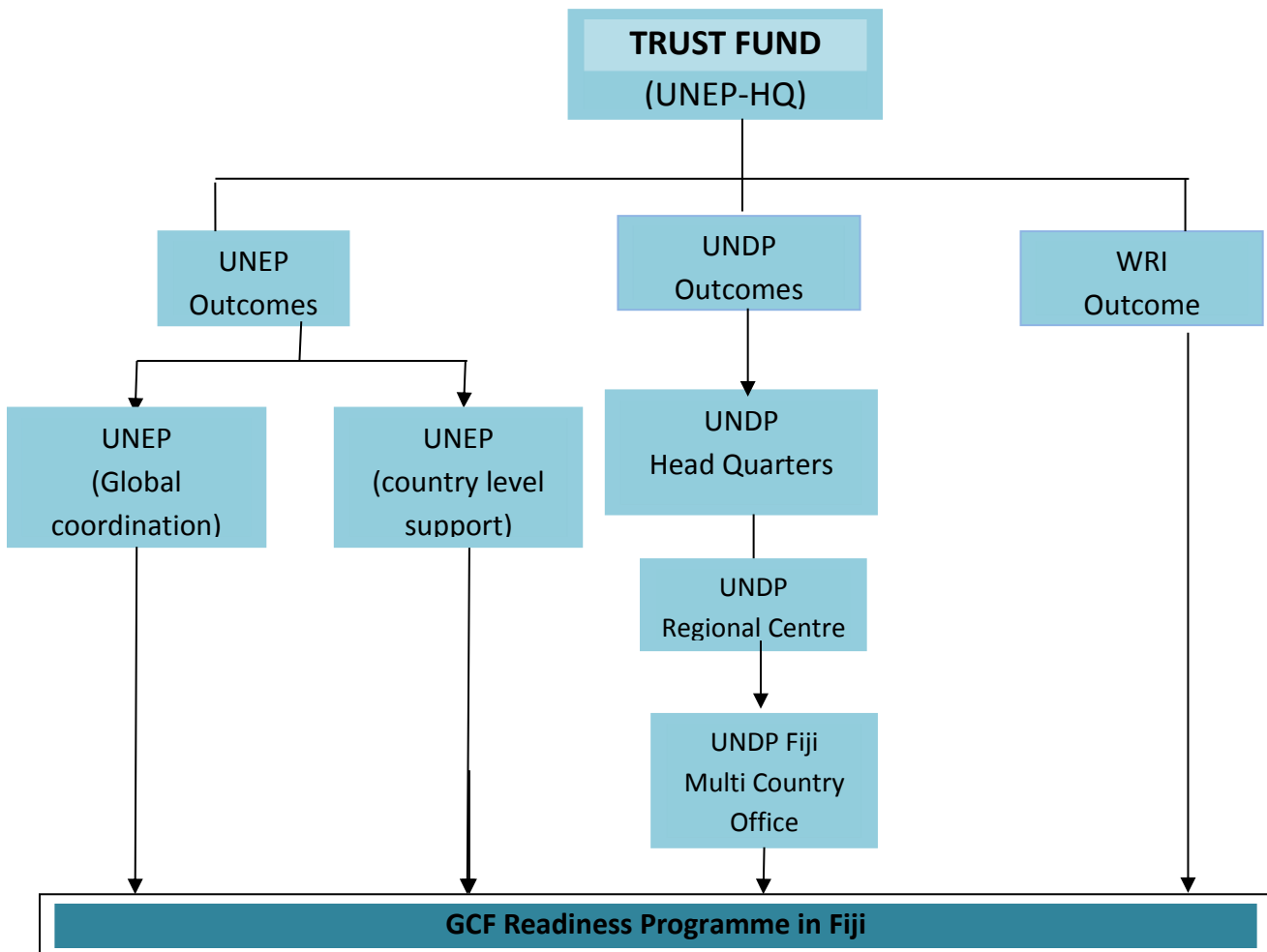
5.3.1 GCF Readiness Programme National Coordinator (NC):

The NC will run (detail Job description is provided in Annex) the project on a day-to-day basis, working closely with UNDP, UNEP, WRI and the national government. He/she will work on behalf of and be guided in his/her work by the three partners UNEP, UNDP and WRI. The national coordinator will have the following overarching responsibilities: Day-to-day management of the national readiness plan implementation, including Programme activities, subcontracts, equipment and administrative support; technical advice and support; ensuring coherence with the readiness framework developed on the global level and with relevant initiatives at the national level; monitoring, evaluation and reporting; representing the partnership on the NCC and provide secretariat services to the NCC; presenting the Programme's progress to the NCC. The NC will be responsible for providing quality reports and submitting to the partners. For any changes the NC will have to make a case for consideration to the NCC. Once the changes are endorsed by the NCC, this will be formalised through necessary budget and annual work plan revision. The NC will work closely with the CCD in the coordination of the various components/ activities that will be implemented by the partners.

5.4 Fund Flow Modality

The Government of Germany through the Federal Ministry of Environment, Nature Conservation, Building and Nuclear Safety (BMUB) has provided approximately EUR 15 million for three years for a larger programme to build climate finance readiness in nine countries, including Fiji. Figure 2 below represents the fund flow mechanism for the programme as a whole, within which there is a partnership project in each of the three countries. Within Fiji, the funds for which UNDP has responsibility are presented as the total budget with corresponding work plans in this document. BMUB will transfer the funds to the UNEP Trust Fund. From the Trust Fund, the UNDP Fiji project funds will be transferred to UNDP HQ in terms of the UN agency to UN agency contribution agreement between UNEP and UNDP, from where the funds will be made available to the UNDP Fiji country office. UNDP will disburse the funds as per the agreed work plans to a dedicated project account managed by the PMU as per DIM modality.

Figure 2: Fund Flow Process



Approximately, US\$**960,805** will be allocated for the Fiji GCR readiness programme for joint implementation of the partnership project by UNDP, UNEP and WRI. Annex 4 shows the annual work plans and budget allocated to the partner agencies (UNEP and WRI).

5.5 Management and Financial Audit

Based on DIM policies, UNDP will conduct management and financial audit of the programme on an annual basis. Management structures will be set up in terms of the UNDP project but will serve the implementation of the broader partnership project as well. The audit will also look into the compliance of the programme in terms of sub-contractual agreements as well as fulfilment of the work plan. Formal financial audit will be carried out by a government-registered auditor at all levels of implementation for UNDP implemented funds. In addition, Public Audit will be mandatory at the community level. Project Audit will follow UNDP Financial Regulations and applicable audit policies.

5.6 UNDP Direct Project Support Services

Apart from the standard project implementation support and oversight provided by UNDP to the implementation of GEF projects, as outlined above under 'Project Execution and Oversight', the UNDP may provide the following specific support services on the request of the Government of Fiji. The services are charged on an item by item basis against UNDP's Universal Price List (UPL) and during the inception phase of the project, the request will be formalized in the form of a Letter of Agreement (LoA).

- Recruitment and contract management of National Coordinator for the PMU;
- Recruitment and contract management of international and local consultants;
- Procurement of goods required for the delivery of the different outcomes under the project, as requested by the implementing partners.

6 MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following Monitoring and Evaluation (M&E) activities. The M& E budget is provided in the table below.

6.1 Project Inception and Implementation

A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop will discuss both the UNDP project and the broader partnership project and is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of project partners vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- b) Based on the project results framework, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- e) Plan and schedule NCC meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first NCC meeting should be held within the first 6 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

6.2 Quarterly

Progress made shall be monitored based on a results based management approach jointly agreed by implementing partners.

Based on the initial risk analysis submitted, the risk log shall be regularly updated. Risks become critical when the impact and probability are high.

Based on the information, a Project Progress Report (PPR) can be generated in the Executive Snapshot.

6.3 Annual

- Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July).

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators are used by most focal areas on an annual basis as well.

6.4 Mid-term of Project Cycle

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (during 2015). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the Project office in based on guidance from implementing partners.

6.5 End of Project

An independent Final Evaluation will take place three months prior to the final NCC meeting and will be undertaken in accordance with UNDP guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared jointly by implementing partners with the assistance from the project office.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to the (evaluation) knowledge management system.

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

6.6 Learning and Knowledge Sharing:

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

Table 8: M& E work plan and budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Launch Workshop and Report	<ul style="list-style-type: none"> ▪ National Coordinator (NC) ▪ UNDP CO, UNEP and WRI 	Indicative cost: 10,000	Within first two months of project start up
Annual Results Reporting (ARR)/ Project Implementation Report (PIR)	<ul style="list-style-type: none"> ▪ NC & PMU ▪ UNDP Fiji MCO ▪ UNDP Regional Technical Advisor (RTA) 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ NC 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ NC & PMU ▪ UNDP MCO, WRI and UNEP 	Indicative cost: UNEP has budgeted for this globally and will arrange to have the mid-term evaluation undertaken	At the mid-point of project implementation.

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Final Evaluation	<ul style="list-style-type: none"> ▪ NC & PMU ▪ UNDP Fiji MCO, WRI and UNEP 	Indicative cost : UNEP has budgeted for this globally and will arrange to have the final evaluation undertaken	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ NC & PMU ▪ UNDP Fiji MCO, WRI and UNEP ▪ local consultant (if necessary) 		At least three months before the end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ NC & PMU 	Indicative cost per year: 3,503 (Total = 10,508) – 4% of total project cost	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		20,508	

7 LEGAL CONTEXT

The Government of Fiji and the United Nations entered into a basic agreement to govern UNDP's assistance to the country – the Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 13th October 1970. The Agreement governs the technical assistance provided by UNDP Fiji under the UNDP Country Programme Action Plan (CPAP 2008-2012), which builds on the United Nations Development Assistance Framework (UNDAF 2008-2012). The UNDAF & Sub-regional document 2013 - 2017 are now in place on which the UNDAF Country Result matrix for Fiji is based.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

6 ANNEXES

Annex 1: Major climate change related projects and programmes implemented in Fiji

PROJECT TITLE	(Approx) Start date	(Approx) End date	STATUS (Completed, Current, Pipeline,)
PIREP - Pacific Islands Renewable Energy Project	2003	2006	Completed
PIESAP - Pacific Islands Energy Policy and Strategic Action Planning	2004	2008	Completed
First National Communications (FNC) to the UNFCCC			Completed
PICCAP - Pacific Islands Climate Change Assistance Programme (Phase 1 and 2)	1997	2004	Completed
Climate Change Training Phase II - Training Programme to Support the Implementation of the UNFCCC	1995	1998	Completed
National Capacity Self-Assessment (NCSA) for Global Environmental Management -			Completed
Developing Capacity to monitor, Evaluate and Communicate Climate change Adaptation in Fiji	2008	2010	Completed
Fiji Bio-fuels			Completed
Fiji RESCO - Promoting Sustainability of Renewable Energy Technologies and Renewable Energy Service Companies in Fiji	2001	2010	Completed
Renewable Energy Hybrid Power Systems	2000		Completed
PIGGAREP - Pacific Island Green House Gas Abatement and Renewable Energy Programme	2007	2013	Current
Boots on the ground			Current
PACC + – UNDP/GEF/AusAID financed - Supplementary Activities under the overall UNDP/GEF Pacific Adaptation to Climate Change Project			Current (to end in 2014/15)
Pacific Risk Resilience Programme	2012	2016	Current
UNDP-GEF/SCCF financed Piloting Climate Change Adaptation to Protect Human Health (PCCAPHH)	2010	2014	Current
FREPP - Fiji Renewable Energy Power Project	2012	2015	Current
UNDP/GEF/SCCF financed PACC – Pacific Islands Adaptation to Climate Change	2009	2014	Current
Enhancing Resilience of Rural communities to flood and drought- Related climate change and disaster Risks in the Ba Catchment Area of Fiji. (UNDP-GEF/AF)	2015	2018	Pipeline
Ridge to Reef (Fiji)	2014	2018	Pipeline

Regional Ridge to Reef	2014	2018	Pipeline
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Annex 2: List of major stakeholders working in the areas/issues

SN	Organizations	Major strengths	Area of cooperation
1	Government ministries	Forest management, NTFP promotions	Training, building capacity of staff, NIE/NDA designation
2	Private sector	Project development, FDI	Training, capacity building of staff, project pipeline development
3	Local government institutions	Local level planning, development work, local development work monitoring and coordination	Training, capacity building of staff
4	Fiji Development Bank, LFIs, MFIs	Development projects, development financing	Technical capacity, project pipeline development
5	Civil society	Training, community outreach, local level coordination	Training, capacity building
6	UNDP Staff (Country Office, Regional Centre)	Oversight and development of several programmes of relevance to the proposed	All NIM projects financed by GEF Family of funds that focus on Training, Capacity building All regional/global projects financed by GEF family of funds that focus on Training and Capacity Building (NAPs, LECB, Economics of Adaptation)

Annex 3: Results Framework for the Full Project (UNDP, UNEP, WRI)

Outcome	Indicators	Baseline	Targets End of Project	Sources of verification		
	1.1 Implementation of Fiji's Climate Change Coordination Guidelines across national and sub-national levels					
National and subnational authorities in Fiji have fully implemented the Climate Change Coordination Guidelines and cooperation between and amongst climate change agencies is strengthened (UNDP)	Number of training workshops and reports regarding management of climate finance across institutions including finance management systems; Number of materials on coordination guidelines developed for national and subnational stakeholders	No trainings on climate finance management coordination across institutions; No published materials on coordination on climate finance management	Three trainings (one for national government, one subnational, one private sector/CSO) Two communication materials sensitising stakeholders on climate finance coordination mechanisms	Interim progress reports Workshop report(s) Published communications materials		
	1.2 Undertake a feasibility study for the design and establishment of a Fiji National Climate Fund					
Feasibility of Fiji National Climate Fund assessed; Action plan on establishing a National Climate Fund is prepared (UNDP)	Action plans to establish a National Climate Fund; Technical advice provided on a National Climate Fund	No action plan to establish a National Climate Fund	Feasibility study completed for the establishment of a National Climate Fund Action plan for National Climate Fund establishment is prepared	Interim progress reports		
	1.3 Support the strengthening of climate change regulations, policies and plans					
National and subnational	Number of gap analyses on climate change regulations,	No gap analyses existing institutional,	Gap analysis on national policies and plans;	Interim progress reports		

climate change regulations, policies and plans are strengthened (UNDP)	policies and plans;	policy or capacity needs	Gap analysis on subnational policies and plans	National & subnational policy	
1.4 Increase stakeholder access to information on climate change					
Stakeholder access to climate change and climate finance information is increased and information distribution systems created (UNDP)	National and/or regional online Climate Finance Options Platform set up identifying sources of climate funding and facilitating the sharing of information and experience in engaging with these sources	No publicly available online platform for climate finance information and knowledge sharing	Online climate finance platform developed, populated and launched	Number of hits (site visits) on the Fiji climate finance platform	
2.1 Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF					
Increased knowledge in government institutions regarding requirements for direct and indirect access to funds of the GCF, access to and mobilization of climate finance more broadly (international, national, private and public) (UNDP & UNEP)	Number of training workshops on GCF and climate finance;	No training performed on direct access modalities for the GCF	Training conducted on requirements for direct and indirect access to GCF	Number of staffers trained in requirements for accessing GCF funds	
2.2 Mapping and assessment of Fijian national entities that could access funds directly from the GCF and AF					

Potential entities for direct access to the GCF and AF are mapped and assessed (UNDP)	Number of potential entities identified and assessed to qualify as NIE, RIE, or NCF to qualify for direct access to the Green Climate Fund	No potential IEs assessed for direct access to the GCF	One potential NIE capacity is assessed for accreditation to GCF direct access modality	Interim progress report NIE assessment analysis	
2.3 Support the development of an NIE application to the GCF and AF					
NIE accreditation process supported (UNEP)	Number of IEs supported in the GCF accreditation process	No IEs applying for accreditation	One NIE accreditation process underway	Interim progress report Final progress report GCF accreditation application	
2.4 Development of a Capacity Development Plan for identified IE(s), NIE and/or NDA					
Capacity development plan for the identified IEs, NIE or NDA is prepared for implementation (UNDP & UNEP)	Number of capacity development plans prepared for IEs or NDAs	No capacity development plan for potential IEs or NDAs	One capacity development plan for each identified IE and NDA	Interim progress report NIE capacity development plan NDA capacity development plan	
2.5 Preparing the Implementation of Capacity Development Plan					
Financial and technical resources identified to support the implementation of the capacity development plan (UNEP & UNDP)	Amount of financial and technical resources identified to support the implementation of the capacity development plan	No financial and technical resources identified to support the implementation of the capacity development plan for the IEs, NIE or NDA	Financial and technical resources identified	Interim progress report Final progress report	

	3.1 Procedures developed for prioritizing climate change needs and interventions				
Strengthening systems and human resources to identify, prioritize, and develop bankable climate change programs/projects (WRI with support from UNDP)	Number of adaptation needs prioritisation processes developed Number of stakeholders trained on climate change prioritisation process	No adaptation needs prioritisation processes developed No stakeholders trained on needs prioritisation	Adaptation needs prioritisation implemented by focal point institution At least one interministerial body trained on needs prioritisation process	Interim progress report Workshop report	
	3.2 Fiji-specific tools developed to assess and measure climate change interventions, including Cost-Benefit Analysis and project checklists				
Fijian entities are capacitated to use the developed tools to assess and measure climate change interventions and said tools are integrated into national policies and processes (WRI)	Number of tools developed or tailored for Fiji to assess climate interventions	No nationally-specific tools for assessing impact of project/programme interventions	Project/Programme checklist developed to address key climate change criteria, including cost-benefit analysis	Interim progress report	
	3.3 Monitoring and evaluation templates and guidance developed				
M&E tools are developed to measure climate finance impacts on an actual climate project in Fiji and stakeholders are	Number of M&E templates, M&E frameworks Number of stakeholders trained	No M&E framework in place in Fiji	M&E framework adopted for use in assessing climate finance impact National stakeholders trained in use of M&E tools, frameworks	Interim progress report Workshop report	

trained in the use of the tools (WRI)					
	4.1 Mapping private sector actors, associations, flows, gaps, opportunities and issues				
Private sector actors and systems are mapped to highlight gaps and opportunities with potential capacity support assessed for further engagement (UNEP)	Number of private sector mapping in area of climate-relevant investment	No private sector climate investment mapping analyses	Private sector mapped for climate-relevant investment Report produced on gaps and opportunities for private sector climate-relevant investment	Interim progress report	
	4.2 Facilitate private sector engagement on climate change activities				
Private sector outreach conducted with potential partners identified and early stage project development support offered for climate-relevant investments (UNEP)	Number of activities identified where the private and public sectors can work together to reduce climate risk within, or across sectors Number of project developers supported in early development process	Limited public-private collaboration to reduce climate risk within, or across sectors No support for early-stage project development for private sector	At least two activities identified where the private and public sectors can work together to reduce climate risk within, or across sectors At least three projects supported in early-stage development	Interim progress report Final progress report	

Annex 4: Annual Work Plans for the Partnership Project (UNEP, WRI)

EXPECTED OUTPUTS (see results framework for baselines, indicators and targets)	ACTIVITY RESULTS	ACTIONS	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET	
			2014		2015				2016				DESCRIPTION	AMOUNT (US\$)			
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
OUTPUT 1: Strengthened coordination among stakeholders and institutions of national and subnational entities to manage and deliver climate finance	Activity 1.1: Implementation of Fiji's Climate Change Coordination Guidelines across national and sub-national levels	Action 1.1.1: Conduction of technical meetings and a workshop to develop a coordination strategy and to solidify roles and responsibilities across government entities, civil society organizations, private sector and other stakeholders, and the processes and systems for action on climate change	x	x										UNEP support (under UNDP lead)	Costs of project implementation team and participation in workshop on private sector/CSO	5,531	
																Subtotal Activity 1.1	5,531
	Activity 2.1: Workshop on climate finance readiness and fiduciary requirements (direct and indirect access) for the GCF	Action 2.1.1: Prepare workshop materials and conduct workshop		x										UNEP support (under UNDP lead)	Costs of participating in and providing input to workshop	8,085	
		Action 2.1.2: Based on the workshop in 2.1.1, develop a roadmap for alignment of fiduciary standards under the GCF			x	x									UNEP	Costs of project implementation team	10,000

OUTPUT 2:
Enhanced institutional capacities (e.g. fiduciary standards) to align with internationally-accepted benchmarks and safeguards, as described in the Green Climate Fund and Adaptation Fund, and identifying an implementing entity with the goal of achieving direct access under the AF and GCF.

															Subtotal Activity 2.1	18,085
Activity Result 2.2: Mapping and assessment of Fijian national entities that could access funds directly from the GCF and AF	Action 2.2.2: Identification and assessment of potential Entities (including NIE, Regional entity, establishing a new entity such as a National Fund) to access climate finance through the GCF														Costs of reviewing and providing input to NIE assessment	17,308
				x	x											
															Subtotal Activity 2.2	17,308
Activity 2.3: Support the development of an NIE application to the GCF and AF	Action 2.3.1: Assist and facilitate the selected institution, in the process of applying for an NIE accreditation; e.g. set up a working group and prepare together the application documentation					x	x	x	x	x	x				Costs of project implementation team and of in-country mission	46,617
															Subtotal Activity 2.3	46,617
Activity 2.4: Development of a	Action 2.4.1: Develop capacity development plan			x										x	Costs of support to the development of	10,500

	Capacity Development Plan for identified IE(s), NIE and/or NDA	for identified IE(s), NIE and/or NDA												(under UNDP lead)	the plan		
															Subtotal Activity 2.4	10,500	
	Activity 2.5: Preparing the Implementation of Capacity Development Plan	Action 2.5.1: Assist with identification of financial and technical resources to support the implementation of the plan													UNEP	Costs of project implementation team	7,500
																Subtotal Activity 2.5	7,500
OUTPUT 3: Strengthening systems and human resources to identify, prioritize, and develop fundable climate change programs/projects.	Activity 3.1: Procedures developed for prioritizing climate change needs and interventions	Action 3.1.1: Mapping of relevant information inputs and planning processes to readily identify adaptation needs. Mapping will identify whether gender and adaptation policies and activities currently exist.	x	x											WRI		
		Action 3.1.2: Development of procedures, criteria and menus to evaluate potential programs/projects based on needs. This activity will consider gender as a potential criteria.													WRI with UNDP support		
		Action 3.1.3: Workshop to train stakeholders on prioritization process													WRI		
																Subtotal Activity 3.1	66,345
	Activity 3.2: Fiji-specific tools	Action 3.2.1: Tailor existing CBA tools used in Fiji and													WRI		

	increase climate relevant investment.																
	Action 4.2.4: Provide targeted support to project developers (with emphasis on the private sector) to partially cover the costs of critical milestones in the early development process of selected climate relevant projects, with the aim of enabling them to reach financial closure and attract investment by financial institutions. The support can include milestones such as business plan development and financial structuring.	x	x	x	x										UNEP	Costs of project implementation team and of in-country mission	36,899
																Subtotal Activity 4.2	91,298

Annex 5: Job Descriptions of Project Staff

<u>Title:</u>	GCF Readiness Programme National Coordinator (NC) - Fiji
<u>Programme:</u>	BMUB-funded GCF Readiness Programme
<u>Duty Station:</u>	Suva, Fiji
<u>Duration:</u>	One-year contact with possibility of annual renewal based on performance
<u>Reports to:</u>	UNDP Team Leader Environment, UNDP Fiji Multi-Country Office

The Green Climate Fund (GCF), which was established as an operating entity of the UNFCCC financial mechanism, is expected to become the main global fund for financing climate change mitigation and adaptation measures. While it has been agreed that Direct Access will be one of the modalities for the disbursement of the funds, it is recognized that certain levels of capacity will be required by governments and other actors involved in accessing the GCF. For the GCF to succeed, national capacities and mechanisms need to correspond to the GCF requirements, while also aligning with country planning, budgeting, programming and MRV systems.

The German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) is funding this initiative. UNEP, UNDP, and WRI have developed a full-fledged GCF Readiness Programme (“the Programme”) in 9 countries. The Programme is based on a previous inception phase that yielded country readiness plans drawn from country specific needs assessments. The Programme is expected to offer needs-oriented support to countries for accessing and using the GCF once it is fully operational. The Programme will include (i) specific capacity building programmes in 9 target countries, (ii) the development of national project pipelines on the basis of existing and potential specific national plans and policies, together with feeding back lessons learned identified with GCF processes to support the work of the GCF Board and Secretariat.

In the selected target countries, the Programme targets the key domestic institutions responsible for ensuring climate finance is used effectively. This includes those with fiduciary responsibility for national and international funds received but also those institutions responsible for allocating finance and ensuring it achieves its intended purpose, such as Ministries of Environment, Finance, Energy, Development and Planning, etc. as well other climate-change related public institutions and local-level governments. The Programme also targets private sector actors that will play a key role in the implementation of specific projects, financial institutions that may invest in climate related activities and civil society actors that may support government in developing capacity as well as in strengthening mechanisms for monitoring and accountability. The programme will include the operationalization of the country readiness plans developed during the inception phase by the partner agencies and the national governments.

Management, Reporting and Working Arrangements

The National Coordinator ('NC') will serve as the day-to-day manager of the implementation of the Programme in Fiji, working closely with and guided by UNEP, UNDP, WRI and the Climate Change Division of the Ministry of Foreign Affairs (CCD/MFA) ('the partners'). The NC will also serve as the secretary of the National Coordination Committee (NCC) which is comprised of the partners and other relevant development partners as approved by the NCC.

On behalf of the partnership, UNDP will contract the NC for 2.5 years. This contract will be renewable on an annual basis and subject to a 6-month and yearly performance reviews led by UNDP including inputs from the partners. The NC reports directly and is accountable to the UNDP Environment Team Leader at the UNDP Fiji multi-country office. In addition to this reporting line, the NC will need to keep the following parties informed: i) report to the NCC, ii) liaise closely with the Global Programme Coordinator (GPC) and provide updates to the GPC as requested; and iii) provide reports to the Fiji National Climate Change Coordination Committee (NCCCC), through the CCD/MFA. To minimize reporting burden, in principle, the same report should be used where possible for all parties and reporting requirements.

Notwithstanding the above legal arrangements, the NC will work under the guidance of the Director and closely with the CCD team on a day to day basis, to ensure synergies with activities and programmes. In essence the NC shall be an integral member of the CCD. This is in recognition of the overarching goal of the project, ie to build and enhance national capacity:

It is expected that the implementation of the DEX/DIM modality contributes to build national capacities. The UNDP Country Office ascertains the national capacities during the project formulation stage, determining where the strengths/weaknesses are, how UNDP can assist to build new capacities, and the exit strategy of the project, ensuring that the intervention of UNDP has collaborated to the development of new capacities.

One of the key indicators of the performance of the NC will therefore be the degree to which this capacity is being built and sustained.

The NC will work between the CCD/MFA office and the UNDP office. The actual split of time will need to be determined, but nominally 20% spent at UNDP and 80% at CCD/MFA.

1. Objectives:

The NC will have the following overarching responsibilities for implementation of the Fiji GCF Readiness Programme:

- Day-to-day management of the national readiness plan implementation, including Programme activities, subcontracts, equipment and administrative support;
- Work closely with the partners;
- Technical advice and support;
- Ensuring coherence with the readiness framework developed on the global level and with relevant initiatives at the national level; and
- Monitoring, evaluation and reporting.

2. Scope of Work:

The NC will carry out Fiji GCF Readiness Programme activities as outlined in the country readiness plan and as approved by the NCC. In so doing, the NC will:

- Manage the overall national Programme implementation, including regarding Programme activities (such as workshops, studies and publications, advisory services and other activities and outputs), subcontracts, equipment and administrative support;
- Ensure that the national Programme produces the outcomes specified in the GCF Readiness Plan at the required quality standards and within the specified cost and time limits;
- Coordinate the activities of the partners in the Programme to ensure harmonization and avoid redundancy;
- Promote overall integration of the programme into the country's existing and planned readiness and related activities, the national climate change policies and plans;
- Encourage shared learning with national partners and the other national coordinators
- Supervise personnel engaged in delivering aspects of the readiness plans including subcontractors;
- Provide secretariat services to the NCC; this will include conveying/organizing/coordinating the NCC meetings; ensuring that all NCC representatives receive relevant information ahead of meetings; presenting the Programme's progress to the NCC; taking notes during – and circulating notes after the NCC meetings
- Ensure timely preparation and submission of required reports, including technical and financial reports to relevant parties
- Ensure continuous liaison with the GCF Readiness Programme implementing partners of the CCD/MFA
- Develop work plans in consultation with the partners.
- Ensure close coordination between other relevant climate change projects and programmes, both in-country and those lead by the partners, the GCF Secretariat, and other organizations
- Facilitate coordination and other support for consultants hired for the Programme, and for any relevant UNEP, UNDP, and WRI missions directly related to the Programme
- Contribute and participate in the CCD weekly meetings

In his/her technical advisory role, the NC will:

- Provide technical inputs to the implementation of the different Programme activities and outputs – including by organizing and participating in meetings, trainings, workshops and other events and by providing analysis of results of the workshop/trainings/meetings/events, by providing technical inputs to workshop presentations, to studies, to advisory services and to other activities and outputs of the national Programme
- Prepare, in consultation with the partners, TORs for consultants and comment on their reports
- Facilitate the building of capacity and awareness of key stakeholders regarding climate finance readiness, including among the private sector and civil society
- Develop relevant policy briefs, lessons learned documents, communication materials, website updates, and other relevant publications
- Provide policy advice related to the GCF process.

Ensuring coherence with the readiness framework developed by the Project Coordination Committee (PCC), the NC will:

- Coordinate the implementation of the country readiness plan in accordance with the GCF Readiness Programme at the global level
- Update and seek authorization from the Partner agencies at the global level regarding significant changes to annual work plans, in order to ensure global coherence of the Programme

Monitoring, evaluation, and reporting, the NC will:

- Carry out regular follow-up and monitoring of implementation activities
- Carry out regular monitoring and reporting on risks and mitigation measures
- Ensure timely preparation and submission of required reports, including technical and financial reports
- Provide regular updates on the Programme's progress to the i) UNDP Environment team leader, ii) Global Programme Coordinator, iii) NCC, iv) BMUB and v) the partners upon their request. In principle, the same report should be used where possible for all parties and reporting requirements.
- Facilitate independent evaluations as fielded by Programme partners

3. Criteria:

The following criteria are used to identify the most suitable and qualified amongst the candidates:

Education:

- Master's degree in environmental policy, finance, economics or other relevant subject.

Work experience:

- Minimum 7 years of experience in policy analysis, advice and capacity development related to climate and/or development finance, public policy/finance/budget management and in engagement of the private sector/finance sector in climate related activities in developing countries
- Expertise and experience in climate change and relevant sectors such as energy, forestry, agriculture, water and cross-cutting issues such as gender
- Relevant experience in the region
- Experience in Programme formulation is an asset
- Experience working for the UN is an asset
- Ability to work under pressure and time constraints

Language requirements:

- Excellent written and oral communication skills
- Fluency in English is required

Functional Competencies:

- Demonstrated excellence in clear, concise and convincing writing and communication skills
- Highly organized with strong analytical and research skills
- Demonstrated ability to work effectively as part of a collaborative team and process
- Ability to work with multiple stakeholders across a wide range of disciplines
- Ability to work with diverse partners and ensure coherence in activities
- Ability to identify areas of potential conflicts and take appropriate steps to deal with these

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standard
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

Title: Administrative/Finance Associate (AFA)

Duty Station: Suva, Fiji

Duration: Post valid for the entire duration of the programme. Service contract issued annually, if extended based on performance appraisal.

Reports to: UNDP- GCF Readiness Programme National Coordinator – Fiji (NC)

Responsibilities:

The AFA will work directly under the supervision and overall guidance of NC. The AFA will be responsible to ensure smooth administrative and financial management to the programme. Specifically, the AFA will:

- Maintain accurate financial and personnel records of the programme as required by GoF, UNDP, UNEP and WRI.
- Prepare financial records as needed.
- Assist NC in all matters related to financial and administrative functions of the programme.
- Manage all correspondence related to administrative, financial and security related matters.
- Maintain the inventory and keep records of all office equipment, furniture, fixing, and vehicle. Undertake physical verification of all assets and update records.
- Take lead in training on administrative and financial management to train programme staffs and others stakeholders.
- Take lead to undertake all tasks related to the audit.
- Carry out additional support as requested by the NC and as required to make this programme a success.

Qualifications:

The AFA shall have a Bachelor's degree in a relevant field with work experience of at least 5 years. The incumbent shall have experience in management of procurement, organization of training programmes and provision of secretarial and communication services. Proven abilities in English writing and computer skills are required. The candidate with experience of working with UNDP, UNEP and WRI will have an added advantage.

Annex 6: Procurement Plan

Procurement Activity	Requisition Docs Ready	Unit	Projects	Description Activities	Project No./Award No.	Focal Point	Category	Est. Contract Amount (USD)	Solicitation Document				Evaluation of Proposals		Committee Review/Approval				Contract Issuance						Status	Remarks
	Date								Duration	RFQ	RFI / Request for Information	RF	Lowest Price	Cumulative	Approval Required	Cap Approval / Proc. Officer	RR Approval / Proc. Officer	ACR/CRS Approval	Date of Issue	PO	Inst. Contr.	CM Works	Profes. Serv.	IC / R/LA		
Green Climate Fund (GCF) Readiness Programme in Fiji																										
Q4 - 2014																										
3	Oct-14	Environment	GCF	Procurement of Laptop	XXXXXXX	Wini/Loraini	Office Equipment	\$ 5,000.00	5 days	X			X			X							Pending	To be confirmed by project		
4	Oct-14	Environment	GCF	Office Supplies		Wini/Loraini	Supplies	\$ 1,000.00	3 days	X			X			X										
5	Dec-14	Environment	GCF	Workshop/Meeting Catering		Wini/Loraini	Catering	\$ 1,500.00	3 days	X			X			X										
6	Dec-14	Environment	GCF	Workshop/Meeting Venues		Wini/Loraini	Workshops	\$ 1,500.00	3 days	X			X			X										
8	Dec-14	Environment	GCF	Printing of communication materials		Wini/Loraini	Printing	\$ 3,000.00	3 days	X			X			X							Pending	To be confirmed by project		
9	Oct-14	Environment	GCF	Procurement of office furniture		Wini/Loraini	Furniture	\$ 1,000.00	3 days	X			X			X							Pending	To be confirmed by project		
Q1, Q2, Q3 - 2015																										
1	Mar-15	Environment	GCF	Workshop/Meeting Catering		Wini/Loraini	Catering	\$ 4,000.00	3 days	X			X			X							Pending	To be confirmed by project		
2	Mar-15	Environment	GCF	Workshop/Meeting Venues		Wini/Loraini	Workshops	\$ 7,000.00	3 days	X			X			X							Pending	To be confirmed by project		
4	Mar-15	Environment	GCF	Workshop Materials		Wini/Loraini	Supplies	2,000	3 days	X			X			X							Pending	To be confirmed by project		
5	May-15	Environment	GCF	International Consultant		Wini/Loraini	Consultant	10,000	10 days		X			X		X					X		Pending	To be confirmed by project		
6	May-15	Environment	GCF	Local Consultants		Wini/Loraini	Consultant	5,000	10 days		X			X		X					X		Pending	To be confirmed by project		
7	Jun-15	Environment	GCF	Office Supplies		Wini/Loraini	Supplies	3,000	3 days	X			X			X							Pending	To be confirmed by project		
8	Jan - Dec 201	Environment	GCF	Printing		Wini/Loraini	Printing	3,000	3 days	X			X			X							Pending	To be confirmed by project		
9	Sep-15	Environment	GCF	IT Contractual Service		Wini/Loraini	Contractual Serv	15,000	5 days	X			X			X							Pending	To be confirmed by project		
Sub Total Value								\$ 62,000.00																		