Food and Agriculture Organization of the United Nations

PROJECT DOCUMENT

Upon request from the Government of Samoa, represented by the Ministry of Agriculture and Fisheries, the Food and Agriculture Organization of the United Nations (FAO) will provide technical assistance for the following Project:

Project Title:	Improved Food Security, Nutrition and Livelihoods through Improved Agro-ecosystems (GAFSP PO-led Project)
Project Symbol:	GCP /SAM/009/GAF

Upon signature of this project document by duly authorized representatives of both parties, the project will be implemented in accordance with the provisions of the Agreement between the Government of the Independent State of Samoa and FAO regarding the establishment of the FAO Sub-regional Office for the Pacific Islands signed on 10 January 1996, and the United Nations Pacific Sustainable Development Cooperation Framework 2023-2027 signed between the Government of Samoa and the United Nations in 2022, and the Revised Standard Agreement between the Government of the Republic of Western Samoa and a number of UN Organizations, including FAO signed on 20 January 1962, as well as the project description and management arrangements described herein.

On behalf of:	On behalf of:
The Government of Samoa	The Food and Agriculture Organization of the United Nations
Name: Seuseu Tauati	Name: Xiangjun Yao
Title: CEO – Ministry of Agriculture and Fisheries	Title: FAO Representative FAO Representation in Samoa
Date:	Date:

Project Title:	Improved Food Security, Nutrition and Livelihoods through Improved Agro-ecosystems (GAFSP PO-led Project)
Project symbol:	GCP/SAM/009/GAF
Recipient Country(ies):	Samoa
Government(s)/other counterpart(s):	Samoa Federated Farmers Inc. (Producer Organization) Ministry of Agriculture and Fisheries
Expected EOD (Starting Date):	1 December 2024
Expected NTE (End Date):	30 November 2028
Contribution to FAOs Strategic Framework: (Indicate as appropriate)	a. Programme Priority Area(s) (PPA/s): BP4, BN1, BL4, BL7 b. SDG target(s): 2.3, 2.1, 2.4 c. Pacific Country Programming Framework 2023-2027, Output PR 1.1: *Capacities strengthened for sustainable, diversified and resilient agrifood systems* d. Regional Initiative/Priority Area: RAP Regional Priority 4 on Building sustainable and resilient agrifood systems in the Pacific SIDS
Environmental and Social Risk Classification	low risk ☒ moderate risk ☐ high risk ☐
Gender Marker	GM 0 ☐ GM 1 √ GM 2 ☐
Total Budget:	USD $2,000,000

Executive Summary

As noted in Samoa's Agriculture and Fisheries Sector Plan 2022-2027 and the Samoa Food Systems Pathway 2030, boosting domestic production is high on the Government's development agenda, with a particular interest in reducing dependence on imported chicken and feed. In support of the foregoing Government's plans, the proposed project will empower the Samoa Federated Farmers Inc. (SFFI), and other partner farming organizations to holistically improve the status of food security, nutrition and livelihoods of their members, mainly women and youth, and the broader communities in which they live through improved agro-ecosystems, with a special emphasis on increased and improved domestic poultry production, cocoa processing, beekeeping and organic fertilizer production.

SFFI through this project alone cannot solve all of the identified development challenges in Samoa. This project will however contribute to the efforts of the Government and other stakeholders to improve the overall development context. Specifically, SFFI will address the identified challenges of:

• **"Poor Productivity and Low Agricultural Production"** by facilitating access to finance and income generation through poultry production, beekeeping, improved cocoa bean processing and marketing. The combined impacts of these activities will also address malnutrition, and high food prices linked to the "Impacts of the Russian Federation-Ukraine War", particularly for women and children.

• **"Dependence on Costly Chemical Inputs and Declining and Stagnant Agricultural Production"** by promoting fertilizer production that will particularly prioritize female and youth beneficiaries. The fertilizer production will also address the impacts of "Climate Change on Agricultural Production".

• "**High Dependence on Imported Food and Livestock Feed"** by facilitating the production of community level free-range chicken and livestock feed.

SFFI will work with hundreds of farmers to address the aforementioned constraints and challenges at scaling agricultural enterprise resulting in more resilient farming households, less susceptible to global shocks. It aims to create meaningful income-generating opportunities, healthier soils and surrounding environments, and healthier food options available throughout the country. As many household farming activities in Samoa, particularly in regards to poultry, cocoa and beekeeping, are women and youth-led, these project activities will directly benefit women and youth by providing opportunities for income generation, skills development and most importantly by creating safer and healthier crops for more nutritious household meals.

In total, the project targets over 1,000 farming households in predominantly rural areas throughout the country and the ecosystems upon which their livelihoods depend. Moreover, amongst all stakeholders, this project would be promoting:

• Producing and eating locally with in-country market development, which guarantees sustainability and an exit strategy for donor-funded projects;

• Increasing on-farm market-oriented production and productivity, strengthening value chains - and actors' engagement;

• Healthy soils, clean and safe water, recycling and reduced CO2 emissions;

• Gender equality by prioritizing the female and juvenile components of civil society; and

• Building resilience to natural and man-made disasters as a priority for all stakeholders.

TABLE OF CONTENTS

ACRONYMS

CFI	FAO Investment Centre
EIA	Environmental Impact Assessment
FAOSAP	Food and Agriculture Organization Subregional Office of the Pacific Islands
GAFSP	Global Agriculture and Food Security Program
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Fisheries
MNRE	Ministry of Natural Resources and Environment
MSME	Micro, Small and Medium Enterprises
MWCSD	Ministry of Women, Community and Social Development
PO	Producer Organization
PIFON	Pacific Island Farmers Organization Network
PSC	Project Steering Committee
SAO	Samoa Apiculture Organization
SE	Supervising Entity
SFA	Samoa Farmers Association
SFFI	Samoa Federated Farmers Inc.
SKIA	Samoa Koko Industry Association
SOE	State Owned Enterprise
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SROS	Scientific Research Organization of Samoa
SWAG	Samoa Women's Association of Growers
UNDP	United Nations Development Programme
USP	University of the South Pacific (Alafua Campus)

SECTION 1 – RELEVANCE

1.1 Strategic direction of the project

1.1.1 Alignment to FAO Strategic Framework, SDGs and Country Programming Framework

The project is aligned with the following Programme Priority Areas (PPAs) and SDG Targets:

- Better Production: BP4 Small-scale producers' equitable access to resources
- Better Nutrition: BN1 Healthy diets for all
- Better Life: BL4 Resilient agri-food systems
- Better Life: BL7 Scaling up investment
- SDG Target 2.1: By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round
- SDG Target 2.3: By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, Indigenous Peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
- SDG Target 2.4: By 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality

The project will contribute to the United Nations Sustainable Development Cooperation Framework for the Pacific Islands 2023-2027 (UNSDCF) and FAO Pacific Multi-Country Programming Framework (CPF) 2023-2027, under UNSDCF sub-outcome 3.3 *Transformation of agrifood systems*, and CPF output PR 1.1 *Capacities strengthened for sustainable, diversified and resilient agrifood systems*.

It will directly contribute to CPF sub-output PR 1.1.2 *Strengthened sustainable, climate-smart and gender- and youth-sensitive agrifood production systems*, aligned with the following country priorities:

- Pathway for the Development of Samoa 2021-2026; and
- Samoa Food Systems Pathway 2030, Actions 1.1, 1.2, 1.3, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 5.1.

1.1.2 Theory of Change, Problems to be addressed and Expected Results

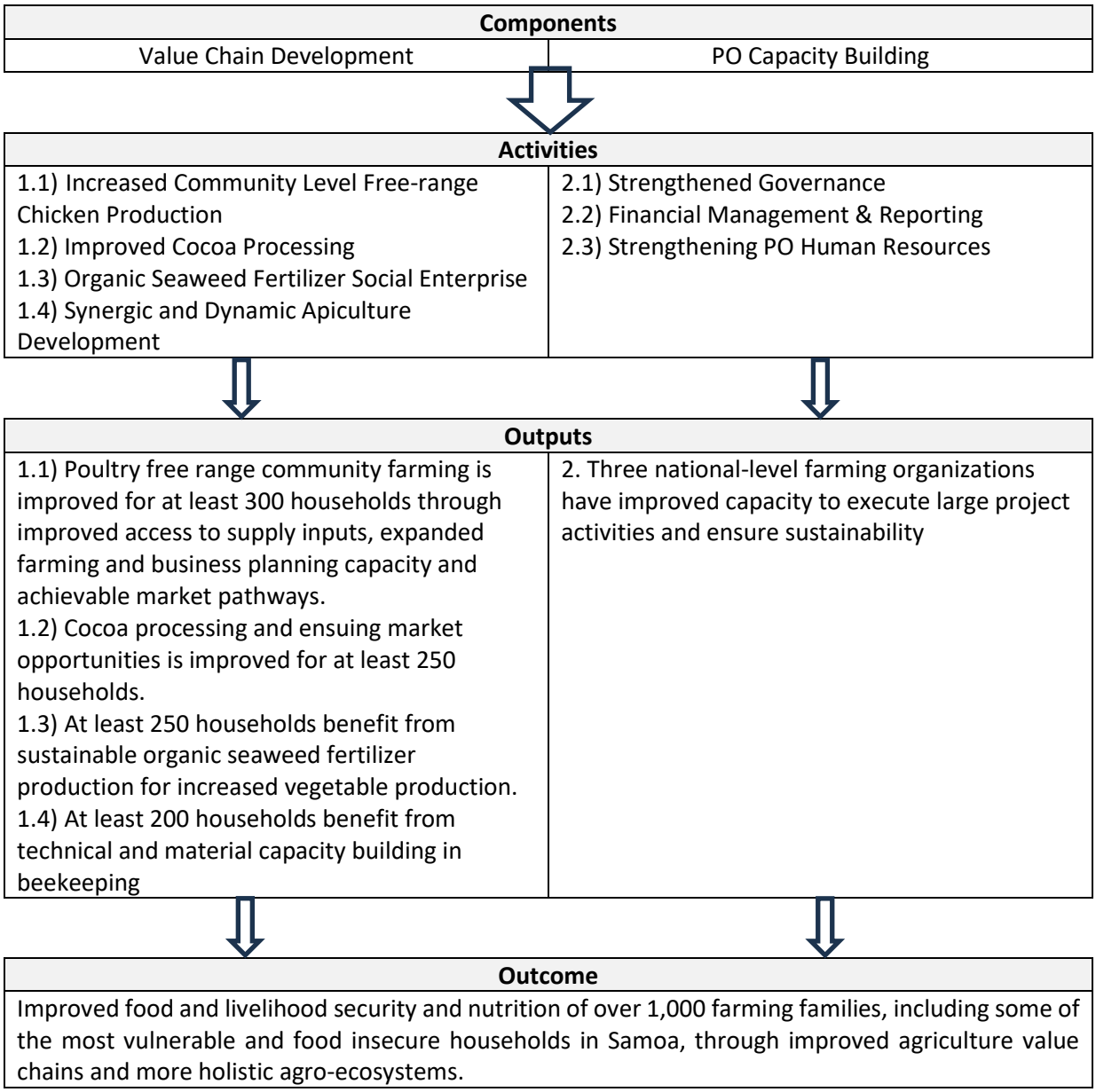
By providing farming families, including the most vulnerable households, with access to high-quality inputs, relevant information, and reliable market pathways, this project aims to increase their agricultural productivity and profitability in an environmentally sustainable and ecologically linked manner. This increased productivity and profitability will directly improve food security and nutrition by increasing the quantity and diversity of available food. Additionally, by enhancing circular economies within communities, this project aims to improve economic and environmental resilience and promote economic participation among larger swaths of the community over time. By fostering a more sustainable and inclusive agricultural sector, this project aims to promote long-term livelihood improvement and contribute to overall community well-being.

The proposed project will empower the Samoa Federated Farmers Inc. (SFFI), and other partner farming organizations to holistically improve the status of food security, nutrition and livelihoods of

their members, mainly women and youth, and the broader communities in which they live. SFFI, through this project alone, cannot solve all of the identified development challenges in Samoa. This project will however contribute to the efforts of the Government and other stakeholders to improve the overall development context. Specifically, SFFI will address the identified challenges of:

- Poor Productivity and Low Agricultural Production by facilitating access to finance, access to quality inputs and training on good production and processing techniques on poultry production, beekeeping, cocoa bean processing and marketing. The combined impacts of these activities will also address malnutrition, and high food prices linked to the "Impacts of the Russian Federation-Ukraine War", particularly for women and children.
- Dependence on Costly Chemical Inputs and Declining and Stagnant Agricultural Production by promoting organic fertilizer production that will particularly prioritize female and youth beneficiaries. The fertilizer production will also address the impacts of "Climate Change on Agricultural Production".
- High Dependence on Imported Food and Livestock Feed by facilitating the production of community level free-range chicken and livestock feed.

Theory of Change Diagram



Impact
A transformed, self-sustaining agri-food system with resilient and prosperous rural communities.

1.1.2.1 Impact

The project's intended impact is "A transformed, self-sustaining agri-food system with resilient and prosperous rural communities.." It aims to build the capacity of POs and other farmer organizations to enable greater domestic food production in harmony with nature, to improve agro-economies at the community level. This in-turn improves livelihoods and creates healthier, more nutritious food for communities to consume.

1.1.2.2 Outcome

Improved food and livelihood security and nutrition of over 1,000 farming families, including some of the most vulnerable and food insecure households in Samoa, through improved agriculture value chains and more holistic agro-ecosystems.

1.1.2.3 Outputs

The project is designed to deliver the following outputs:

Output 1. Poultry free range community farming is improved for at least 300 households through improved access to supply inputs, expanded farming and business planning capacity and achievable market pathways.

Output 1. Cocoa processing and ensuing market opportunities is improved for at least 250 households.

Output 1. At least 250 households benefit from sustainable organic seaweed fertilizer production for increased vegetable production.

Output 1. At least 200 households benefit from technical and material capacity building in beekeeping

Output 2. Three national-level farming organizations have improved capacity to execute large project activities and ensure sustainability

1.1.2.4 Activities

Component 1. Value Chain Development

Activity 1.1: Increased Community Level Free-range Chicken Production

Free-range poultry farming is an ongoing activity for almost all SFFI members. However, domestic free range chicken production systems are currently not able to meet local demand. This is due to a lack of feed and chick supply, a lack of genetic diversity and unacceptable rates of chick mortality. This is compounded by a lack of appropriate technical knowledge and gaps in the value chain, particularly around marketing, sanitary slaughter protocols, packaging, and delivery to market. There is thus a market opportunity to develop an effective business model that will enable subsistence farmers to scale chicken production to commercial levels and develop a domestic value chain.

Through this project, SFFI activity will engage Ministry of Agriculture and small-scale hatcheries to create an enterprising community farming model where chick stocks and feed are supplied from a central hatchery and feed mill, with birds raised, and slaughtered in the village/district community setting. Central to this model will be the district outlet concept where a lead poultry farmer in designated districts will become an outlet for feed and chick stocks, as well as a centralized slaughterhouse and commercial pipeline for retail sales beyond the district. The district outlet concept helps bridge the gap between feed and chick supply, the village farmer, and retail markets.

To achieve this, SFFI will work with its member poultry farmers in participating districts (4 on Upolu, 2 on Savaii) to develop a business plan for the outlet businesses as well as for the farmers. This will include a unified marketing plan amongst the six district outlets, with the aim of placing processed birds in retail

outlets, ranging from village shops to national chain supermarkets. Engagement with those retail outlets is part of this activity. This business plan will also include the design of a context-specific contract farming model whereby the hundreds of community poultry farmers in each district can transactionally engage with the district outlets from the purchase of chick and feed supply to sale of mature birds – a critical step in orienting many farmers towards a market-based approach.

The district outlets will be provided with slaughter and processing equipment and training on sanitation protocols, packaging, and cold chain for the district outlet representatives and operators. To kickstart this scale-up of domestic poultry farming a minimum of 150 SFFI poultry farmers will receive starter kits comprised of an initial provision of feed, chicks, basic tools and equipment to aid in what, for many, will be a transition from largely subsistence to commercial poultry farming. This will be accompanied by additional training on strategies to optimize bird health such as feed formulations, shelter and other needs. Commercial sale of birds will follow the developed business plan. Please see Annex VI for a detailed poultry value chain.

Activity 1.2: Improved Cocoa Bean Processing

Currently most growers dry their beans in the open sun on tarps or woven mats, leaving them susceptible to bad weather, dust, pests and diseases. Fermentation levels vary, as current implements such as woven coconut baskets or plastic buckets are inadequate to properly ferment beans to industry standard. SFFI will remedy this problem through capacity building and provisions of solar dryers and fermentation boxes to cocoa farmers. In addition to higher quality beans, this will improve community cocoa grower/processors labour and cost efficiencies, particularly with the enhanced capability to maintain productivity during bad weather events.

This activity will start with a series of workshops with the SFFI cocoa growers and the cocoa value-add actors and exporters, including the Samoa Koko Industry Association, in order for growers to get a better sense of the needs and requirements of these actors in terms of quality, quantity and price. SFFI will then work with 120 of its cocoa grower members throughout the country to outfit them with proper fermentation boxes and a solar drier to improve the curing of cocoa beans. Capacity building on the proper use of these technologies, complemented by technical field assistance will also be part of this activity. With improved beans and stronger linkages within the cocoa industry, growers are now poised to earn greater incomes for their families.

Activity 1.3: Organic Seaweed Fertilizer Social Enterprise

This activity aims to scale up the creation of a viable organic fertilizer, with SFFI and project beneficiaries playing multiple roles along the value chain, such as harvesters and suppliers of inputs, producers, and consumers of the end product. This locally produced organic seaweed fertilizer provides women and youth in rural coastal communities with income generating opportunities, while farmers in Samoa will have access to inexpensive, environmentally friendly, organic seaweed fertilizer for their farms which will increase yield, strength, and diversity of crops.

This activity will begin with the development of a social enterprise business plan, complete with a marketing strategy to convert farmers throughout the country into users of the end product for enhanced vegetable production. This plan will target SFFI farmers, commercial farmers that are highly dependent on fertilizer inputs and areas that are known to have nutrient poor soil.

The activity will expand efforts to find new potential seaweed varieties for use and new farming/harvesting techniques to expand supply. This activity includes the production of a seaweed map of Samoa to help identify which rural coastal communities throughout the country to invest in for seaweed harvesting and farming. Necessary environmental impact assessments will be conducted on the sustainability of seaweed harvesting and biofertilizer production giving due consideration to technical, social and economic/financial dimensions.

Community outreach to village women's committees and youth groups will involve *talanoa* (culturally appropriate dialogue), to learn their harvesting techniques and understand their marine ecospheres, increase conservation awareness, and to establish dedicated linkages with at least 40 committees to be commercial suppliers of seaweed. Project resources will establish 10 village seaweed farms throughout the country. A central processing facility will be established and necessary equipment procured to store collected seaweed, process and bottle into a finished commercial product. This will also include equipment to process fertilizer byproducts into marketable goods such as mulch and growing medium. Distribution and sale to SFFI members and other farmers will be executed per the developed business plan. Additional training will be provided to SFFI and other farmers on the usage of seaweed fertilizer on their crops.

Activity 1.4: Synergic and Dynamic Apiculture Development

This activity aims at strengthening the apiculture industry in Samoa at both the commercial and household levels for not only improved honey production, but also for greater awareness of the synergistic role beekeeping plays as pollinators in fruit and vegetable, including cacao, and the importance of maintaining a healthy bee ecosystem.

SFFI will continue engagement with government, namely MAF, and education and research institutions such as the University of the South Pacific (USP) and the Scientific Research Organization of Samoa (SROS), to expand its public-private partnerships with the newly established Community Apiary Learning & Resource Centre that provides apiculture education, and improves access to resources and training of members and the broader Samoan community. This demonstration apiary will enable colony expansion efforts, as this activity targets the establishment of 100 new hives and 50 new beekeepers, including SFFI members. Among many other benefits, increased pollination will boost SFFI members' cocoa production, complementing efforts to improve cocoa processing in Activity 1.2.

Colony expansion will be strategic, achieving synergies with cacao farming and vegetable production. Sub-activities will include:

- Establishment of a queen rearing lab (or similar) for improved genetics and training members in queen rearing for hive and colony sustainability and expansion.
- Capacity building in hive management and community education in bees and apiculture.
- Capacity building of local apiculture experts for sustainability and industry growth for Samoa.
- Train members to implement alternative integrated Agriculture to help reduce toxic chemical use.
- Provision of necessary materials and equipment to participating members to begin/expand on their respective beekeeping ventures.

Once colony expansion efforts are well underway, a series of four annual training workshops will be held for both old and new beekeepers to assist beekeepers in developing and increasing the variety, quantity and quality of honey and other hive value-added products (bee by-products) such as propolis, wax, and royal jelly. This will include post-harvest, handling and processing as well as marketing of these products. Attention to sanitary protocols will also be given. This activity will also hold a series of training for trainers workshops to expand the expert pool of beekeepers in country, as the current subject matter experts are elderly and much knowledge is at risk of being lost.

POs will utilize several different approaches for minimizing the possible effects of agrochemicals on honey production, namely:

Education:

- Providing PO members with comprehensive knowledge about the adverse effects of chemicals on the ecosystem, environment, and bee populations.
- Enhancing members' awareness of various chemicals and their appropriate use, with a strong emphasis on minimizing their usage whenever possible.

- Delivering these educational messages during project workshops and incorporating evaluation forms that include questions about the responsible use of pesticides and agrochemicals.

Alternative practices:

- Collaborating with local universities and SROS to explore alternative pest control options and assess the actual impact of chemicals on bee populations.
- Promoting the adoption of organic farming practices, which typically involve fewer synthetic chemicals and support the conservation of pollinators.
- Encouraging crop rotation and diversification in agriculture to mitigate the proliferation of specific pests and diseases, thus reducing the necessity for chemical treatments.

Buffer Zones:

- Mandating or encouraging the establishment of buffer zones around apiary setups to minimize the risk of contact with harmful chemicals.

Component 2. PO Capacity Development

Activity 2.1: Strengthening Governance

This activity involves capacity building to help the board of directors of SFFI, SAO and SWAG improve their understanding of their roles and responsibilities, as well as how to effectively govern their respective organizations as part of this project. This will include training on topics such as board governance best practices, strategic planning, and communication and consultation with their respective membership base. Four trainings will be held in the first year, with an annual follow-up training in the remaining three years of the project.

Activity 2.2: Financial Management and Reporting

This activity serves to ensure all participating organizations have streamlined accounting and reporting systems as part of this project. Two trainings will be held in the first year of the project with an annual follow-up training the remaining three years of the project.

Activity 2.3: Strengthening PO Human Resources

Project documents and annual work plans will be used to determine the human resources needed for SFFI and partner agencies SWAG and SAO to carry out project activities. This will likely involve hiring of one staff member under each for the four value chains to carry out all of the administrative duties and liaison roles involved in the scaling of proposed project activities.

Capacity Building Diagnostic Plan:

Drawing upon the FAO Capacity Development Learning Modules, particularly Module 2, the diagnostic plan for capacity building activities under this project will follow these steps:

1. **Introduction and Context Understanding:**
    - Understand the context of the producer organization, including its history, objectives, scope, and challenges faced.
    - Evaluate the current capacity building efforts, if any, and their effectiveness.
2. **Assessment of Organizational Capacity:**
    - **Leadership and Governance:**
        - Assess the leadership structure, decision-making processes, and governance mechanisms.
        - Identify areas for improvement in leadership skills, strategic planning, and accountability.
    - **Human Resources:**

        - Evaluate the skills, expertise, and training needs of the producer organization's members and staff.
        - Identify gaps in knowledge or capacity and develop strategies for training and skill development.
    - **Financial Management:**
        - Review financial systems, budgeting, accounting practices, and access to funding sources.
        - Identify areas for improvement in financial management skills and access to resources.
    - **Operational Capacity:**
        - Analyze the efficiency of the producer organization's operations and workflows.
        - Identify bottlenecks or inefficiencies in production, distribution, or marketing processes.
3. **Stakeholder Engagement and Networking:**
    - Assess the producer organization's relationships with stakeholders, including government bodies, donors, markets, and other organizations.
    - Identify opportunities for partnerships, collaborations, or networking to enhance the organization's reach and impact.
4. **Monitoring and Evaluation:**
    - Develop monitoring and evaluation mechanisms to measure the impact of capacity-building interventions.
    - Establish key performance indicators (KPIs) to track progress and success.
5. **Capacity Building Strategy Development:**
    - Based on the assessment findings, develop a comprehensive capacity-building strategy.
    - Prioritize areas for improvement and set clear, achievable goals and timelines.
    - Identify resources required, including expertise and partnerships.
6. **Implementation and Continuous Improvement:**
    - Implement the capacity-building plan in a phased manner, ensuring participation and buy-in from all stakeholders.
    - Continuously monitor progress, adapt strategies as needed, and incorporate feedback for improvement.
7. **Review and Adaptation:**
    - Regularly review the effectiveness of the capacity-building initiatives against predefined KPIs.
    - Adapt the strategies based on lessons learned and changing organizational needs.
8. **Documentation and Knowledge Sharing:**
    - Document the entire process, including assessments, strategies, and outcomes, for future reference and knowledge sharing.
9. **Sustainability and Long-Term Planning:**
    - Ensure that capacity-building efforts are sustainable and aligned with the long-term goals of the producer organization.
10. **Final Impact Assessment and Reporting:**
    - Conduct a rapid impact assessment to measure the overall impact of capacity-building interventions.
    - Prepare a comprehensive report highlighting achievements, challenges, and recommendations for future actions.

1.2 Comparative Advantages

This section demonstrates the relevance of the comparative advantages for the success of the project, namely FAO’s reputation as an honest broker, responsible financial and administrative management the unique technical expertise FAO offers.

FAO is a specialized agency of the United Nations for food security, nutrition and agriculture (with its four sub sectors – crops, livestock, fisheries and forestry), with the vision to end hunger and malnutrition in the world. FAO has the technical capacity to enhance institutional capacities for planning, management and coordination of programmes, as well as to promote disaster risk management, climate change adaptation and resilience building in the agriculture sector and food system.

Within the overall mandate of FAO to eradicate hunger and malnutrition, to eliminate poverty and to promote sustainable utilisation of natural resources, the FAO technical departments develop technical guidance, standards and instruments for a wide range of agriculture subsector management and development issues.

FAO has been at the centre of work on both climate change adaptation in the agriculture sector and food systems, and for the evolving frameworks for the promotion of climate-smart agriculture, good agriculture practices and sustainable and climate-resilience small-holder agriculture.

Gender equality is central to FAO's mandate to achieve food security and nutrition for all by improving agricultural productivity and natural resource management, and improving the lives of rural populations. FAO has launched the Policy on Gender Equality – Attaining Food Security Goals in Agriculture and Rural Development to attain this goal and has been engaging on implementation of gender equity outlined in the small-scale fisheries through the projects and guidance provided in “the handbook: Toward gender-equitable small-scale fisheries governance and development”.

FAO, as an international organization, plays an important role in addressing common agriculture and food systems issues. Given its extensive technical expertise and experience in agriculture and its subsectors, the multidisciplinary nature of the organizations’ staff and large geographic representation, FAO is widely recognized as an impartial authoritative body and a facilitator for issue resolution and is often requested to co-organize and co-host technical events, i.e. SIDS food systems and climate change, forestry and fisheries events, etc.

In the Pacific region, the FAO Subregional Office for the Pacific Islands (SAP) was established in 1996. By turning institutional knowledge into action, FAO links the field to national, regional and global initiatives in a mutually reinforcing cycle. By joining forces, FAO facilitates partnerships for food and nutrition security, agriculture and rural development between governments, development partners, civil society and the private sector. The SAP Office in Apia, Samoa, has over the years continued to support Samoa in various technical areas, including community-based crop, livestock and fisheries, and resilience and climate change adaptation programmes. The organization is highly experienced and knowledgeable of agriculture technical programmes across the Pacific region and also has close working relations with regional and national technical and financial organizations and partners.

1.2.1 Mandate to Act

FAO’s mandate is achieving food security and nutrition for all to make sure people have regular and sustainable access to sufficient high-quality healthy foods to lead active and healthy lives. FAO’s main goals are: (i) eradication of hunger, food insecurity and malnutrition; (ii) elimination of poverty and the driving forward of economic and social progress for all; and (iii) sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations. Given FAO’s position as the global cluster co-lead, FAO has the mandate to support coordination on regional and national level to enhance the coordination and collaboration of stakeholders in the field of food security and agriculture. The work under the project falls within FAO’s global mandate and its regional priorities. The CPF (2023-27) and the UNSDCF (2023-27) are well in harmony with the Strategic Objectives of FAO that would help attain the goal/impact after project implementation.

1.2.2 Capacity to Act

FAO has strong operational commensurate and technical knowledge necessary to implement this project in the foreseen context. SAP is based in Samoa and has worked with the government and civil

society in providing technical assistance on agriculture, climate change and has integrated gender equality aspects into its projects in Samoa and across the Pacific. FAO has been involved in the global and regional cluster coordination, and has been the regional cluster co-lead in the Pacific. FAO has successfully implemented projects in all project countries, and therefore, has adequate operational and technical knowledge capacity to implement the proposed project in the foreseen context.

1.2.3 Position to Act

FAO is best positioned to act considering both its mandate and capacity as well as its position compared to other actors in Samoa. It has implemented similar projects in the region, including projects on agriculture systems, food systems, climate change adaptation and resilience in the agriculture sector, promotion of small-scale poultry farming, coordination and capacity building in the food security sector; and a workshop on capacity building for emergency response and assessments. FAO also has experience facilitating the successful GAFSP funded PO-led project in Bangladesh.

1.3 Stakeholders and Context Analysis

Stakeholders:

Taking place entirely within Samoa, this project will benefit two groups of beneficiaries totalling more than 1,000 farming households. The main stakeholder is the PO - Samoa Federated Farmers Incorporated. To date SFFI has more than 500 farmer members (35 percent female), generally characterized as moderate to low income, including some of the most vulnerable families in Samoa. Farmer members are mostly subsistence and some semi-commercial-level across food and cash crops and livestock. Examples of the crops include cocoa, taro, coconut, kava, vanilla and sandalwood, while the livestock is focused on chickens, cattle, sheep, and pigs. Beekeeping is also practiced.

SFFI operates all over Samoa and members are typically the lead farmer representative of a family, therefore the impact and follow-on benefits from SFFI project work are, at minimum five-fold, as each participating member has additional farmers within their household and extended family.

The second group of stakeholders are the 500 farming households representing the partner POs of SFFI, which are located in all of the communities in which SFFI operates. These SFFI partner POs include the Samoa Women's Association of Growers (SWAG), and the Samoa Apiculture Organization (SAO). SWAG has more than 120 registered members (90 percent women) made up of farmers, pastoralists, artisanal fishers, and forest-dwelling groups. SWAG has village-based projects in approximately 25 percent of villages where they work with women's committees made up of more than 200 women in each village. SAO is comprised of 48 members (majority women), who are both commercial and hobbyist beekeepers but works with more than 200 farming households.

The Ministry of Agriculture is also a vital stakeholder in this project as part of the Project Steering Committee (PSC) and a likely supplier of chicks and feed for the Activity 1.1. Below is a table of stakeholders per each activity:

Activity	Implementing Org	Key Partners	Other Partners
1.1 – Chicken Production	SFFI	FAO, MAF Livestock Division, Retailers	USP
1.2 – Cocoa Processing	SFFI	FAO, PHAMA Plus, SKIA	MAF, SROS
1.3 – Organic Fertilizer	SWAG	FAO, SFFI Village Women & Youth Committees	MAF, SROS, MWCSD, MNRE, SPREP
1.4 – Beekeeping	SAO	FAO, SFFI	MAF, SROS, USP
2.1-2.3 – PO Capacity Building	FAO	SFFI, SWAG, SAO	

Country Context:

The Independent State of Samoa is comprised mainly of two inhabited islands, which include Upolu, home to the capital Apia, and Savaii. Upolu and Savaii hold about ¾ and ¼ respectively of the country's population of 200,000. The development context of Samoa can be characterized as follows:

Poor Productivity and Low Agricultural Production: Ninety-seven percent of families in Samoa engage in agriculture, with 60 percent subsistence farming. Farming is, however, marked by a lack of labor, and most farmers, mainly women and youth, have limited access to finance, markets, and food processing knowledge.

Dependence on Costly Chemical Inputs and Declining and Stagnant Agricultural Production: Domestic production in value chains such as cocoa and poultry have underperformed compared to historical production of the former, and compared to consumption patterns and market demand in the latter. This is partly because farming in Samoa is heavily reliant on chemical inputs, particularly herbicides and pesticides, which are increasingly becoming unaffordable, especially for women and youth, who already lack access to finance. The use of chemicals is also problematic, for example, there is a burgeoning honey industry in Samoa, but it needs to be protected from the poor application of chemicals.

Climate Change and Declining and Stagnant Agricultural Production: The increasing frequency of climate change disasters, for example, cyclones and floods, rapidly erodes soil fertility and reverses growth in agriculture. This is also more challenging for female and youth farmers due to their existing lack of access to land and finance.

Declining Economy Affecting Government's Ability to Support Farmers: Samoa's gross domestic product (GDP) in 2022 was approximately USD832M, with agriculture, fisheries, and forestry accounting for roughly 10 percent. In nominal terms, GDP has fallen approximately 9 percent from pre-COVID levels in 2019. And although there are signs of ongoing recovery, the current economic situation undermines Government's ability to invest in creating the enabling environment for agricultural production to thrive.

High Dependence on Imported Food and Livestock Feed: Like many Small Island Developing States (SIDS), Samoa is highly depended on imported food and livestock feed. This makes the country highly vulnerable to price volatility, but moreover, it presents a very fragile food security and nutrition situation. For example, on 27 April 2023, the Samoa Observer reported a story captioned "delayed shipment blamed for chicken shortage."

Impacts of the Russian Federation-Ukraine War: The Russian Federation-Ukraine war's impact on the cost of food, fuel, fertilizers, animal feed, and certain finance statistics, collectively known as the 5F Crisis is profound. From February 2022 to February 2023, Samoa's overall Consumer Price Index (CPI) increased 12 percent. Fuel prices rose a staggering 44 percent for petrol and 60 percent for diesel between January and August of 2022. Food price inflation rose by 21 percent in February of 2023 compared to the same month the year before. The cost of Samoa's nationally determined nutritious food basket increased by 60 percent from August 2021 to August 2022, and currently sits about 20 percent above the previous five-year average. The high food costs led consumers to opt for cheaper, less healthy, food options, as has been reported the World Food Program mobile Vulnerability Analysis and Mapping (mVAM) data. This is an alarming trend for a country with some of the highest non-communicable disease rates in the world and where already over a quarter of the population is suffering from moderate to severe food insecurity.

Malnutrition: Samoa confronts a chronic crisis of non-communicable diseases. About 81 percent of the total annual deaths is attributable to diet related diseases; prevalence of adult diabetes women/men is 27/23 percent; prevalence of adult obesity women/men is 55/40 percent; overweight in school-age children and adolescents is 53 percent; while anaemia in women of reproductive age is 31 percent. Wasting (4 percent) and stunting (5 percent) are also identified among the under-5 population.

1.3.1 Stakeholder Engagement

The proposal and this project document were formulated in consultation with the lead PO partner, SFFI, and the other partner organizations, SWAG and SAO. Consultations included multiple face to face as well as teleconference meetings and subsequent email communication throughout the proposal formulation phase of the project. This project was discussed with the Ministry of Agriculture at the CEO level through formal, written communication. Site visits to key Ministry infrastructure, namely the chick hatchery, also took place.

SFFI's members were consulted throughout the application process, beginning with the EOI stage where members were polled by their executive through electronic and telephone communication as to which were the highest priority value chains for their members, resulting in efforts to improve domestic chicken production, building capacity in the apiculture sector and shifting toward organic agriculture. In February 2023, FAO and SFFI held consultations with the Samoa Ministry of Agriculture and Fisheries to discuss collaboration for the provision of chicks and feed for the project.

During wider consultation with SFFI members post-EOI stage, feedback came through to focus on improving the cocoa value chain as well. SFFI also identified key project partners to benefit from certain activities, such as SWAG on organic fertilizer production and SAO for apiculture. These partnerships are particularly fitting as the organizations operate within many of the same communities. They offer complementary technical support and create synergies among their members, with a few holding dual membership in multiple groups.

From this, a proposal steering committee was put in place between FAO and executive representatives of SFFI, SAO and SWAG. This steering committee met weekly in person and over zoom through the months of March and April 2023 to develop a full proposal. Since the conditional awarding of the project

in July 2023, these three organizations have regularly consulted among themselves and with FAO/SE for input into this Project Document.

Furthermore, all project activities and overall direction has been guided by the collective knowledge of all project partners, stemming from years of consultation, direct experience in the proposed value chains, and familiarity with government priorities and policy, etc.

1.3.2 Grievance Redress Mechanisms

FAO facilitates the resolution of concerns of beneficiaries/stakeholders of FAO projects and programmes regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with the eligibility criteria, which apply to all FAO programmes and projects. Following the identification of stakeholders and stakeholder engagement plans, a grievance mechanism will be set in place and communicated to stakeholders, to ensure that no stakeholders are negatively affected by project activities. To ensure accurate implementation of the grievance mechanism, grievances received and how they were addressed will be accounted for in the project progress reports.

Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

1.3.3 Information Disclosure

This project document, and any annexes relevant to environmental and social safeguards, as well as any future safeguards instruments, will be made publicly available through the FAO disclosure portal. Disclosure will take place in a manner that is relevant, understandable, accessible, and considered culturally appropriate by the stakeholders. Due attention will be dedicated to the specific needs (e.g., literacy, gender, disabilities, differences in language, accessibility of technical information or connectivity) of every person, irrespective of gender in the community groups affected by project implementation.

1.3.4 *Partnerships*

1.3.5 FAO will primarily collaborate with the lead PO, SFFI, the two partner organizations, SAO and SWAG, and the Ministry of Agriculture. FAO policies for engaging with different stakeholders including the private sector will be followed. The project will collaborate with the Pacific Islands Farmers' Organizations Network (PIFON), the most widely recognized regional farmer organization, as needed to share information and expertise. ***Knowledge Management, Communication and Visibility***

The mechanism of knowledge sharing both in terms of its products and its strategy, complemented by knowledge sharing platforms at the community level, are outlined here.

(i) The knowledge products (e.g. publications, videos, presentations, images, training or awareness materials etc.) produced by the project will be appropriately shared and preserved in SFFI's archive and through FAO's repositories and disseminated directly to target beneficiaries, where applicable.

These products will be prepared both in English as well as in Samoan, when possible, and made available in country, as well as in the SFFI and FAO offices. Photographs of the activities carried out by the project shall be kept in FAO's repositories. The training materials and reports from the trainings/workshops/seminars conducted by the project shall also be translated into Samoan, as appropriate, kept in SFFI and FAO records, and distributed to project beneficiaries, where applicable.

SFFI and partner organizations SWAG and SAO will ensure knowledge sharing across their entire memberships and to PIFON, and extend outreach to reach all intended beneficiaries.

(ii) The strategy for knowledge sharing supports participation, dialogue and the dissemination of knowledge and good practices.

A short communication and knowledge management strategy will be developed during the inception phase of the project to support participation, dialogue, as well as dissemination of knowledge products and information amongst project partners and to or amongst project beneficiaries. This will include ensuring linkages to other FAO projects with similar objectives. The strategy will also ensure project and donor visibility during the life of the project. Lastly, the strategy will be aligned with the Food Security Cluster Coordination work on knowledge management and communication.

(iii) Knowledge sharing platforms will also be established or improved specifically for experience and knowledge sharing opportunities between communities and government stakeholders to improve decision-making. As communities and government stakeholders are amongst key beneficiaries of the project, developing or improving existing knowledge sharing platforms that work best for respective stakeholders, will be supported.

(iv) As the FAO coordination unit for the GAFSP funded projects, the Investment Centre will also play a role in knowledge sharing between this project and similar ones financed by the GAFSP in other countries as well as support the team in liaising with the GAFSP communication team for further visibility of the project.

SECTION 2 – FEASIBILITY

2.1 Implementation Arrangements

2.1.1 *Institutional Framework and Coordination*

The primary implementation role will be played by the lead PO, SFFI, coordinating project activities with the support of FAO. A Project Steering Committee (PSC) will be established involving representatives from SFFI, FAO, key partner organizations SAO and SWAG, and the MAF. FAO, through the PSC shall ensure close coordination among key stakeholders. The PSC will approve the annual work plans as well as provide guidance on issues faced by the project, including any disputes that may arise.

As the supervising entity, FAO will be accountable for the appropriate and effective use of project funds, in accordance with the FAO rules and regulations. It will support the full design of the project and ensure that implementation is running smoothly through on-going backstopping and regular supervision. The implementation support function will be performed by the FAO office in Apia, with technical assistance from the FAO Regional Office for Asia and the Pacific and relevant units in FAO Headquarters.

FAO's technical and operational capacity in Samoa, along with its past experiences with similar projects will ensure successful implementation. FAO will hire a project coordinator to handle various implementation functions as well as monitoring and evaluation. This project coordinator will support SFFI in its capacity as the lead PO. SFFI will be responsible for providing capacity development activities for the participating organizations and their respective members and facilitating dialogue with project partners and other entities as needed. FAO will support SFFI in these functions, review and assess project activities, facilitate procurement where necessary, and provide quality assurance along the way. FAO will execute and facilitate MOUs and LOAs between project partners.

2.1.2 Government Inputs

Due to the PO-led nature of this project, government involvement is limited. Aside from its role in the PSC, providing staff time and added expertise, the main role of MAF in this project will be as a source of chicks and feedstock for Activity 1.1. It is envisaged that these provisions will be on a commercial basis, where farmers, through the district outlet centers, are required to procure chicks and feedstock from the government rather than receiving repeated grant assistance.

2.1.3 Resource Partner Inputs (and Project Budget)

1. Project Budget

The total project budget, is USD$2,000,000. Annex IV provides the detailed budget by expenditure categories. The main categories are the procurement of equipment and machinery, followed by contractual services largely for capacity development purposes.

Component 1, focusing on value chain development in poultry, cocoa, organic fertilizer and beekeeping accounts for around US $1,41 million of the budget, while Component 2, PO capacity building for the PO and two partner organizations totals about $189,000. Project management costs, including the hire of a Project Coordinator for the full four years of the project, technical support services, staff travel, and general operating expenses account for the remaining $401,000.

There are no co-financing arrangements envisaged with other donors or resource partners aside from GAFSP.

The project will have the following arrangement for implementing the project plans towards achievement of the intended outputs and outcomes.

2. Project Staff

FAO will hire a Project Coordinator for the full duration of the project and will act as the leader of the project with full responsibility to successfully coordinate and monitor activities of the PO and partner organizations, and provide technical assistance and coaching to the PO. He/she will work 100% dedicatedly on this project and under the overall supervision of the budget holder and technical supervision of the LTO. This selected person will have experience in working with CSOs, experience in community level technical and capacity development and project management to be able to lead the project to successful delivery. The project coordinator will also have a technical role in contributing to capacity building of the PO under component 2 and technical assistance with respect to business planning and farmer training.

The project will support the POs with the recruitment of additional project staff, one for each of the four value chains. The additional project staff will be covered by project funds and hired under the POs' Letter of Agreement with FAO.

3. Contracts (Letters of Agreement (LOA))

It is expected that a series of LOAs with the PO and partner organizations will be developed to implement Component 1: Value Chain Development of the project, as well as Activity 2.3 to augment the human resource capacity of these same organizations. The underlying motive will be to ensure local ecosystem capacity development, both individual and institutional, for sustained impact. Overall budget has been allocated for various LOAs as explained in the budget table and the specific budget allocation for individual LOAs will be determined through consultations during the inception phase, and agreed in the initial PSC meetings. A detailed budget will be developed for each LOA.

4. Procurement

The bulk of procurement will be carried out by the SE. Some minor procurements under Component 1 will be carried out by the PO and partner organizations themselves in accordance with signed LOAs. For activities 2.1 and 2.2, procurement will be carried out by the SE per normal procurement procedures.

5. Travel

There will be considerable national travel for surveying, activity implementation, and monitoring throughout the project. International travel will be limited to one mission visit from CFI during the life of the project, most likely at mid-project.

6. Technical Support Services

TSS is the direct technical support provided by FAO staff based in subregional office in Apia, and the FAO Investment Centre in Rome. This technical support may be in terms of supporting the project in planning and reviewing activities, strategies, addressing challenges faced during implementation, assisting in technical clearances during procurement, supporting with any specific technical matters where there is a lack of expertise in the project teams, and general oversight of the Project Coordinator.

7. General Operating Expenses

This includes expenses related to office.

2.1.4 Management and Technical Oversight Arrangements

FAO and SFFI will implement the project jointly, with primary day-to-day project activities being managed by SFFI (see 2.1.1). The Subregional Coordinator and Budget Holder will oversee the management, operational and technical support of this subprogramme. The Lead Technical Officer will manage the project with the assistance of the Project Coordinator. The FAO operational team in the Pacific will provide operational support to the project implementation, and ensure adherence to FAO and donor policies and criteria.

The FAO Investment Centre (CFI) will be the project Lead Technical Unit (LTU) in HQ and perform oversight functions and assist with complying with GAFSP M&E and reporting requirements. As the Supervising Entity, FAO is responsible for GAFSP funds being used for the project.

A Project Steering Committee (PSC) will be established involving representatives from SFFI, FAO, key partner organizations SAO and SWAG, and the MAF. FAO, through the PSC shall ensure close coordination among key stakeholders. The PSC will approve the annual work plans as well as provide guidance on issues faced by the project, including any disputes that may arise.

2.2 Operational Modalities

The project will use the modality of direct implementation[1], in compliance with relevant manual sections of FAO for recruitment and procurement of goods and services from for-profit firms (MS 502) and/or services from non-profit organizations (MS 507).

The SE anticipates signing LOAs with the PO, SFFI, for Activities 1.1 and 1.2 and LOAs with the partner organizations SWAG and SAO for Activities 1.3 and 1.4 respectively. The SE will handle the bulk of procurement for these activities, and the LOAs will charge these organizations with the operational execution of activities. Through this legal instrument, the parties will establish a work plan, budget and disbursement schedule subject to the presentation of progress.

[1] Within the FAO administrative system, project implementation with partners through LoAs falls under "direct implementation modality".

2.3 Statistics

Project-level indicators (income, food security, nutrition) will require PO and household-level surveys to be conducted at the beginning and end of the project to monitor improvements in monthly household income, Food Security Index Scale and Food Consumption Score. Surveys will be carried out by the PO and partner organizations themselves, with assistance provided by the FAO Project Coordinator.

Activity 1.1 will require minor research and data collection to arrive at the ideal sale price of chicken, and data on chicken sales will be tracked throughout the life of the project. For Activity 1.2, cocoa sales volume and the rejection rate of cocoa beans will be tracked over the life of the project. For Activity 1.3 both qualitative and quantitative data will be collected as part of the business plan and environmental impact assessment through both expert and community consultations and. Fertilizer production and sales volumes will be tracked throughout the life of the project. Activity 1.4 will track the number of additional hives established and the quantity of honey produced per hive. All of the statistical research mentioned above will be led by the PO and partner organizations, with assistance from the FAO project coordinator.

2.4 Information Technology

Digital tools will be used for the purpose of data collection, especially for survey work. Social media and chat apps will be used for communications, information sharing and public relations purposes.

2.5 Risk Management

2.5.1 Potential risks to the project

The main risks identified from this project are the potential for program partners to have major strategic or procedural disagreements or to become uncooperative with one another. This will be mitigated by having very clear roles and responsibilities at the outset of the project and a proper venue (Project Steering Committee) to raise and resolve concerns. There is also the possibility, particularly on Activity 1.1 that some farmers may be turned off from the commercial-based community farming model, given that farmers often prefer free provisions of stock and feed under grant projects. This risk will be mitigated by developing in a participatory manner a viable commercial model that enables farmers to earn income sufficient to procure future inputs, and communicating this well with the farmers. Other possible risks of the project come from the possibility of natural disasters or prolonged societal lockdowns due to other pandemics.

2.5.2 Environmental and social risks from the project

Based on FAO's Environmental and Social Risk Management Guidelines, the project is classified as "Low Risk".

2.6 Monitoring, impact Assessment and Reporting

2.6.1 Monitoring Arrangements

The project's monitoring and impact assessment activities have three purposes:

- Ensure proper use of grant funds on intended project activities;
- To assess the progress of the project against GAFSP indicators and report on them via the six-monthly reports in the Portal. ;
- To capture lessons learned for ongoing improvement of the project approach.
-

The scope and purpose of the project's monitoring, impact assessment and reporting system have been outlined below.

- The Project Coordinator and SFFI staff, with guidance from the FAOSAP-based Monitoring, Evaluation and Learning (MEL) Specialist, will collect and assess the information on the progress towards indicator targets. SFFI will work collaboratively with partner organizations to collect and report necessary data for MEL activities. This will be in the form of surveys, community consultations, field visits, project reports and through formal and informal feedback channels.
- The MEL Specialists will also design a monitoring system for use at the local level and guide the collection of monitoring data by partners in each community. The monitoring system will also address monitoring of gender-related goals including the gender strategy. The M&E system will follow GAFSP and FAO guidelines. M&E plans will be part of annual work plans and will be reviewed on a quarterly basis.
- A baseline survey will be undertaken at the beginning of implementation as a basis to measure project results. A rapid impact assessment will be performed at the end of the project. Both baseline and rapid impact assessment will be conducted through the contracting of an external third party (firm or consultant). This work will be supervised by the FAO Investment Centre (CFI) with the PO and partner organizations playing facilitating roles according to the activities and communities in which they are involved.
- The assumptions set forth will be closely monitored and revised based on the field experiences during the implementation. These assumptions are dynamic and subject to change based on the field realities.
- The risks set forth will be closely monitored and will be revised based on the field experiences during the implementation. These risks are dynamic and subject to change based on the field realities.

2.6.2 ImpactAssessment

Assessment of the impact of the project will be carried out as follows:

(i) The project will deploy the monitoring and impact assessment process for reporting.

(ii) Monitoring and evaluation specialists have been included in the project budget to monitor the overall progress of project activities in achieving set indicators.

(iii) The PSC will be a mechanism for periodic impact assessment and to reorient the project to make it most effective and situation responsive.

(v) A Mid-term Review (MTR) will also be carried out during year three of the project, with the support/supervision of the FAO Investment Centre.

2.6.3 Reporting

A Project Inception Report will be prepared by the Project Coordinator, in consultation with the PSC representatives within three months of start of the project. The draft Inception Report will be reviewed and adopted during a PSC meeting.

The Inception Report will include:

(i) Section on project establishment and start-up activities;

(ii) Logical Framework Matrix (LFM) with progress indicators, an outline communication plan, etc.;

(iii) Detailed First Year/Annual Work Plan divided in quarterly timeframes detailing the activities and progress indicators;

(iv) Detailed budget for the first full year of implementation, prepared on the basis of the Annual Work Plan; and

(v) Any modification and changes in the project scope and activities.

Six-monthly reports will be completed according to GAFSP rules in the online GAFSP Portal. Annual progress reports will be submitted within 60 days of the end of each year, and a Final Project Report will be submitted within six months of completion of the project. The reports will be prepared by the Project Coordinator with support from the PO and partner organizations and submitted to the FAO PTF for comments and clearance by the Lead Technical Officer (LTO), the budget holder, and the Funding Liaison Officer (FLO). FAO's Resource Mobilization Division (PSR) will submit the report to the Resource Partner.

Annual Financial Reports will be submitted according to the format and provisions stipulated in the Transfer Agreement between FAO and the GAFSP.

As a good collaborative practice and to receive timely feedback and suggestion, a brief Quarterly Progress Report will be shared by the PO one month or completion of each quarter.

2.7 Evaluation

The Food and Agriculture Organization of the United Nations (FAO) requires a contribution from every project to support evaluations conducted by the Independent Office of Evaluation (OED) in alignment with priorities for learning and accountability. Unless otherwise stipulated through FAO agreements with donors or by OED, an allocation of 0.8 percent of the total project budget is set aside as a contribution to fund evaluation and will be transferred to the OED Trust Fund. For examples of OED's work, please visit www.fao.org/evaluation. FAO will not conduct a separate independent evaluation of this project.

In line with GAFSP requirements, an impact assessment will be undertaken towards the completion of the project with the support of the Investment Centre. Its results will feed into the terminal report to be produced along FAO procedures.

SECTION 3 - SUSTAINABILITY

3.1 Capacity Development (including Potential Exit Strategy)

The project primarily seeks to build the capacity of three local producer/farmer organizations and its members to implement workable business models into their farming efforts in a way that improves, not diminishes the overall agro-ecosystem. Sustainability is a built-in feature of this project as the enterprising models and sound farming practices ensure the continuity of operations even after the conclusion of grant funding.

The project will provide an enabling environment to ensure that all key stakeholders are coordinating, and consulted and actively engaged throughout the project cycle, ultimately leading to the achievement of ownership both at the PO and individual farmer level. Through this approach, the project will ensure to recognize and build upon capacities that already exist in-country and with project partners to ensure effective management for results and mitigation of risks.

The project's exit strategy and related handover mechanism will be as follows:

i. Strengthen existing knowledge and coordination platforms in participating organizations that are familiar to and effective in communities to improve their decision-making and collective action processes.

ii. Ensure that project beneficiaries at the national and local levels and at every stage of the project development are involved and empowered in all the decision-making processes to develop a sense of ownership.
iii. Ensure that POs and their members are trained based on their key capacity development needs (e.g. technical and business training improved production technologies and processes, alternatives to chemical agriculture, gender trainings for climate change adaptation).
iv. Establishment of business models where they do not currently exist and improved business models where they do.
v. Enhanced capacities of the POs and other community level operatives to efficiently run their organizations and operations.

3.2 Decent Rural Employment

This project seeks to create and strengthen entrepreneurial agriculture systems at the community level in order to better secure and improve livelihood opportunities for subsistence farmers. The project directly contributes to the Decent Work Agenda, Pillar I: Employment creation and enterprise development. Youth and women agripreneurs will be trained and supported through the value chain development activities to develop successful agribusinesses. Successful agribusinesses have the potential to create meaningful rural jobs.

3.3 Environmental Sustainability

One of the core tenets of this project is to improve the agroecosystem in Samoa through the production of chemical fertilizer alternatives, sound soil management practices and greater awareness on the deleterious effect of chemical pesticide application, particularly on bee populations.

The cocoa processing, seaweed organic fertilizer and beekeeping activities play significant roles in climate change adaptation aspects of our project. With solar driers, cocoa processors will be less affected by and more resilient in the face of inclement weather patterns due to climate change. This has a significant impact on not only bean quality, but business continuity and operational costs. A local ingredient easily found in Samoa, the use of seaweed fertilizer may increase the resistance of plants to extreme temperatures and weather conditions brought about by climate change. The mineral, micronutrient, vitamin, and fatty acid content of this fertilizer is greater when compared to artificial fertilizers. It also has a larger percentage of organic matter. Because of these characteristics, seaweed bio-fertilizers promote plant and agricultural growth while maintaining or improving soil quality. In addition, bees are the most efficient pollinators for many crops, thus increasing food yields, food quality, improving plants' resistance to pests and enhancing overall plant-pollinator relationships, thus helping minimize any negative effects of climate change.

Improved domestic poultry production, organic fertilizer production and beekeeping also play roles in climate change mitigation. Free range chicken production is less energy intensive than conventional farming, thus reduced greenhouse gas emissions. Samoa currently imports 21,000 tonnes of chicken per year. Substituting even a fraction of this imported chicken for local chicken will reduce hundreds of thousands of food miles every year. Local organic fertilizers directly reduce greenhouse gas emissions as nearly all fertilizers used in Samoa are fossil-based. They are also imported, thus local organic alternatives will reduce product miles and provide a safer, more environmentally friendly alternative to chemical fertilizers, also reducing the amount of non-biodegradable waste in country. Organic fertilizers also improve the health of the soil and the soil's ability to sequester carbon. Furthermore, both locally produced chicken and fertilizer significantly reduce packaging waste that fills the local landfill. Beekeeping also improves the pollination rate of a wide range of plants, thus increasing the resilience of ecosystems and sequestering more carbon from the atmosphere.

3.4 Gender Equality

The project will specifically focus on improving the participation and leadership of women in agriculture by providing them with opportunities for decision-making responsibility, income generation and skills development. As many subsistence-level farming activities in Samoa, particularly in regards to poultry, cocoa, and beekeeping, are women- and youth-led, the project will enable women and youth to engage in these activities at the enterprise level, thus directly contributing to their economic empowerment. Similarly, by working through women's committees and youth groups as suppliers of seaweed for fertilizer production, these committees will be making business decisions that improve their livelihood and impact their communities.

The two intended project partners, SAO and SWAG, are women-run and have a majority of women members. This will ensure that women are actively involved in the project at decision-making levels. Furthermore, capacity building training provided to POs under this project will mandate female participation.

Overall, the project has a clear and focused agenda to include women as agents of change as well as beneficiaries. By empowering women smallholder farmers and enhancing their participation in producer organizations and smallholder farmer communities, the project will create opportunities for them to improve their livelihoods, contribute to their communities, and drive sustainable development in Samoa.

Target engagement of women and youth as the primary beneficiary per project component is as follows:
Component 1: Amongst the 1,000 farming household beneficiaries, women and youth will be empowered through income earning opportunities and business decision making responsibilities across all four value chains. (Target: 40 percent women, 10 percent youth)
Component 2: Amongst the three farming organizations targeted for capacity building women in executive positions will be empowered to execute GAFSP project activities and ensure sustainability beyond the lifetime of the project. (Target: 60 percent women)

3.5 Indigenous Peoples

Over 90% of the population, including project stakeholders, is ethnically Samoan, and therefore could be considered indigenous. Having full cultural and political ownership of the country, Indigenous Samoans are not marginalized within their society. Project activities will be carried out by local organizations (i.e. Indigenous People) for local communities (i.e. Indigenous People). The project will positively build the capacity of agriculture communities (i.e. Indigenous People) living in the project areas, to effectively manage their natural resources in an environmentally sustainable and climate-smart way. This will result in more food and nutrition secure communities in the targeted communities.

3.6 Technical/ technological innovation

The mass production of seaweed fertilizer is a new and innovative concept that is not widely adopted in Samoa, or the Pacific, but holds great promise as an effective, locally sourced solution to local agriculture challenges. Other project activities do not necessarily introduce any new technologies or methods, but rather adapts proven technologies and approaches for the community setting in a way that empowers smallholder farmers with income-generating opportunities. Firstly, the initiative aims to introduce an enterprising community farming model for poultry production, integrating a central hatchery and feed mill to supply chicks and feed to local farmers, along with a district outlet concept facilitating market access and centralized slaughterhouses. Additionally, the project emphasizes improving cocoa processing through the provision of solar dryers and fermentation boxes, enhancing bean quality and productivity. Moreover, the venture into organic seaweed fertilizer involves developing a social

enterprise business plan and establishing seaweed farms, focusing on creating an organic and environmentally friendly product for farmers to improve crop yield. In the apiculture sector, the project implements a Community Apiary Learning & Resource Centre, emphasizing education and colony expansion, supporting beekeeping as pollinators and honey producers.

Post-closure efforts revolve around knowledge transfer and capacity building among partners and stakeholders, enabling them to replicate successful models, leveraging comprehensive business plans, technology tools, and training frameworks to sustain and expand these initiatives beyond the project's tenure. This involves detailed documentation, dissemination of best practices, and the establishment of networks to ensure ongoing support and replication.

Annex I: Logical Framework Matrix

Results Chain	Indicators				Assumptions
	Indicators	**Baseline**	**Target**	**Means of Verification**	
Impact A transformed, self-sustaining agri-food system with resilient and prosperous rural communities.	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (SDG indicator 2.1.2)	TBD	A decrease by 15% of the prevalence of moderate or severe food insecurity of participating families at the end of project implementation.	Baseline and endline Household Surveys	Reliable feedback from surveys Stakeholders and government counterparts continue to see the topic as a priority and incorporate it into workplans. POs are fully equipped with enhanced capacities to sustain results of the project
	Proportion of agricultural area under productive and sustainable agriculture (SDG indicator 2.4.1) Volume of production per labour unit by classes of farming / pastoral / forestry enterprise size	TDB	An increase by 15% of the proportion of agricultural area under productive and sustainable agriculture An increase by 15% of the volume of production per labour unit by classes of farming	Baseline and endline Household Surveys	Reliable feedback from surveys Stakeholders and government counterparts continue to see the topic as a priority and incorporate it into workplans. POs are fully equipped with enhanced capacities

	(SDG indicator 2.3.1) Average income of small-scale food producers, by sex and indigenous status (SDG indicator 2.3.2)		/ pastoral / forestry enterprise size. An increase by 15% of the Average income of small-scale food producers.		to sustain results of the project
	Food Consumption Score (weighted average)	TBD	600 households improve FCS by at least 10%	Baseline and endline Household Surveys	Reliable feedback from surveys. Stakeholders and government counterparts continue to see the topic as a priority and incorporate it into workplans. POs are fully equipped with enhanced capacities to sustain results of the project.
Outcome 1 Improved agriculture value chains and more holistic agro-ecosystems	Percentage increase of average monthly income of households	TBD	15% increase in average monthly income for 700 households	Baseline survey Impact Assessment Project Progress Reports	Sufficient capacities have been built at the farmer level

	Direct employment provided (full-time equivalent) (Tier 2, indicator 8)				
	Number of families using improved agriculture practices	TBD	At least 600 households using improved agriculture practices	Baseline and endline Household Surveys	Sufficient capacities have been built at the farmer level
	Number of people receiving direct benefits (person). (Tier 2.2, indicator 1)	TBD	1000Disaggregation: 60% females, 40% males	Participating farmer surveys, Project reports	Successful execution of the project
	Persons receiving capacity development support (person) (Tier 2.2, indicator 10)	TBD	1000Disaggregation: 60% females, 40% males	Participating farmer surveys, Project reports	Successful execution of the project
Output 1.1 Increased community level free-range chicken production and cocoa processing	Increased commercial sales of locally produced chicken	TBD	50% increase in chicken sales	Participating farmer surveys Project reports	Successful implementation and adoption of enterprising community farming model
	Number of farmers supported in accessing improved marketing	TBD	300 farmers	Participating farmer surveys Project reports	Successful implementation and adoption of enterprising

	opportunities (GAFSP Tier 2.2, Indicator 6)		Disaggregation: 60% females, 40% males		community farming model
	Reduced rejection rate for locally sold cocoa beans	TBD	40% reduction in current rejection rate	Participating farmer surveys Project reports	Successful implementation of drying and fermenting equipment and adoption of best practices
Activities	1.1.1 - Develop a business plan for the outlet businesses and farmers, including a: unified marketing plan amongst the 6 district outlets; design a context-specific contract farming model 1.1.2 - Procure and distribute slaughter and processing equipment 1.1.3 - Conduct training on sanitation protocols, packaging, and cold chain for the district outlet representatives and operators 1.1.4 - Prepare minimum 150 starter kits for SFFI poultry farmers comprised of: initial provision of feed; chicks; basic tools and equipment 1.1.5 - Organize training on strategies to optimize bird health such as feed formulations, shelter and other needs				
Activities	1.2.1 - Organize a series of workshops with SFFI cocoa growers and cocoa value-add actors and exports, including Samoa Koko Industry Association on needs and requirements of these actors in terms of quality, quantity and price 1.2.2 - Procure and distribute solar dryers and fermentation boxes to 120 SFFI cocoa grower members 1.2.3 - Conduct trainings on proper use of solar dryers and fermentation boxes				
Output 1.3 Organic seaweed fertilizer social enterprise established	Increased sales volume of organic seaweed fertilizer (GAFSP Tier 2.2, indicator 13)	0	4,000 litres sold in first year of central processing facility operation	Project reports	Successful setup of processing facility and community outreach efforts
	Number of farmers receiving inputs or service on climate resilient or	TBD	250 farmers	Participating farmer surveys Project reports	Successful setup of processing facility and community outreach efforts

	sustainable agriculture practices Of which, female farmers Of which, number of farmers adopting technologies or practices received (GAFSP Tier 2.2, indicator 13)		Disaggregation: 60% females, 40% males. Disaggrenation: 70% (out of 250 farmers)		
Activities	1.3.1 - Develop a social enterprise business plan with a marketing strategy 1.3.2 - Produce a seaweed map of Samoa to identify rural coastal communities for investment in seaweed harvesting and farming 1.3.3 - Conduct environmental impact assessments on the sustainability of seaweed harvesting and biofertilizer production 1.3.4 - Organize community outreach to village women's committees and youth groups to learn their harvesting techniques, understand their marine ecospheres, increase conservation awareness, and establish dedicated linkages with at least 40 committees to be commercial suppliers of seaweed 1.3.5 - Establish 10 village seaweed farms 1.3.6 - Establish a central processing facility 1.3.7 - Procure relevant equipment to store collected seaweed, process and bottle seaweed into a finished commercial product, process fertilizer byproducts into marketable goods				
Output 1.4 Strengthened apiculture industry at commercial and household levels	Increased number of bee colonies in Samoa (GAFSP Tier 2.2, indicator 3)	TBD	100 new hives	Project reports	Successful implementation of hive infrastructure and adherence to best practices
	Number of smallholder producers / processors	TBD	200 farmers	Participating farmer surveys Project reports	Successful implementation of hive infrastructure

	receiving productivity enhancement support (GAFSP Tier 2.2, indicator 3)		Disaggregation: 60% females, 40% males		and adherence to best practices
Activities	1.4.1 - Establish a queen rearing lab (or similar) for improved genetics 1.4.2 - Conduct training for SFFI members on queen rearing for hive and colony sustainability and expansion 1.4.3 - Conduct trainings in hive management and community education in bees and apiculture 1.4.4 - Build capacities of local apiculture experts for sustainbility and industry growth 1.4.5 - Train SFFI members to implement alternative integrated agriculture to help reduce toxic chemical use 1.4.6 - Procure and distribute materials and equipment to begin/expand their beekeeping ventures 1.4.7 - Organize 4 annual training workshops for old and new beekeepers on developing and increasing the variety, quantity and quality of honey and other hive value-added products (bee by-products) such as propolis, wax, and royal jelly 1.4.8 - Conduct training of trainers workshops to expand expert pool of beekeepers in Samoa				
Outcome 2 Improved capacities of POs to execute large project activities and ensure sustainability (improved Institutions)	Institutional capacity of supported organizations in terms of improvements in POs' ability to plan and implement projects (Tier 2.1)	TBD	20% improvement in organizational capacity	Project Report PO Surveys (before and after capacity building) SE evaluation	Buy-in and successful adoption of best practices by organizations
Output 2.1 Strengthened governance	Number of governance policies and procedures implemented or revised within each PO	TBD	Implement or revise at least 20% of governance policies and procedures within each PO within the first year of the	New/revised PO documents SE evaluation	POs possess the organizational flexibility and resources necessary to swiftly adopt and revise governance policies and procedures as outlined within the

			project implementation.		designated timeframe.
Activities	2.1.1 - Organize 4 trainings for board of directors of SFFI, SAO and SWAG on: board governance best practices; strategic planning/ and communication and consultation with their respective membership base 2.1.2 - Conduct annual follow-up training				
Output 2.2 Strengthened financial management and reporting	Increase in the accuracy and timeliness of financial reports.	TBD	Achieve at least a 20% increase in the accuracy and timeliness of financial reports submitted by POs over the course of project implementation.	PO Surveys (before and after capacity building)	Staff members and stakeholders will have the requisite skills, resources, and commitment to implement the necessary improvements in financial reporting practices.
Activities	2.2.1 - Organize two trainings on streamlining accounting and reporting systems 2.2.1 - Conduct annual follow-up training				
Output 2.3 Strengthened PO Human Resources	Staff support recruited to strengthen HR capacity	0	At least 1 staff member recruited for each of the four value chains (4 total)	PO report Project report	Availability of relevant expertise for recruitment Timely provision of technical support
Activities	2.3.1 - Recruit one staff member for each of the four value chains to carry out all administrative duties and liaison roles involved in implementation of project activities under Outcome 1				

Annex II: Stakeholder Engagement and Grievance, Conflict Resolution and Accountability Mechanisms

1) Stakeholder Engagement Plan

Stakeholder consultation is at the core of this project, as it will be implemented jointly with the SFFI. Thus, the FAO project staff and SFFI will consult with each other on a regular basis. Further, ongoing formal consultations for the duration of the project are planned as follow:

Stakeholder Name	Stakeholder Type	Stakeholder profile	Consultation Methodology	Timing
Samoa Federated Farmers Inc	*Partner*	*Civil Society Organization*	During the SFFI General Assembly meeting updates on project results will be shared with its members.	Annually
Project Steering Committee	*Partners*	*Ministry of Agriculture and Fisheries, SFFI, SWAG and SOA*	Committee meeting during which members will provide advice and insights for the project implementation.	Annually

Stakeholder consultations to date:

Stakeholder Name	Stakeholder Type	Stakeholder profile	Stakeholder engagement methodology	Consultation Findings (past consultations)	How the findings were incorporated into the project	Expected timing (future consultations)
Samoa Federated Farmers Inc	Partner / Direct Beneficiary	*Civil Society Organization*	Consultation	*- highlighted prioritized needs, project aspirations*	*Formed the basis of Activities 1 & 2*	*Design Phase*
Samoa Women's Association of Growers	*Partner* / Direct Benficiary	*Civil Society Organization*	Consultation	*- highlighted prioritized needs, project aspirations*	*Formed the basis of Activity 3*	*Design Phase*
Samoa Apiculture Organization	*Partner* / Direct Benficiary	*Civil Society Organization*	Consultation	*- highlighted prioritized needs, project aspirations*	*Formed the basis of Activity 4*	*Design Phase*
Samoa Ministry of Agriculture and Fisheries	*Partner*	*National Government Institution body*	Consultation	*-Generally supportive of the project*	*Reinforced general direction of the project*	*Design Phase*

2) Grievance Redress Mechanism

1. **Main contact details**

Do you have a grievance or suggestion about the GAFSP PO-led project for Samoa?

You can use any of the below channels free of charge to contact us. Your grievance will be handled confidentially by the Food and Agriculture Organization of the United Nations.

Name:	Philip Tuivavalagi	Joseph Nyemah
Phone:	685-22127	685-22127 (x201)
Email:	philip.tuivavalagi@fao.org	joseph.nyemah@fao.org

2. **Purpose of GRM and guiding principles**

This is the Grievance Mechanism for the office FAOSAP/project GAFSP PO-led project, implemented by the Food and Agriculture Organization of the United Nations and Samoa Federated Farmers between 2024 and 2028 at field level to file grievances related to the project. Contact information and information on the process to file a grievance will be disclosed in all meetings, workshops, and other related events throughout the duration of the project. In addition, it is expected that all communication and awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

The project/FAO will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

FAO is committed to ensuring that its projects and programs are implemented in accordance with the Organization's environmental and social obligations. Concerns of non-compliance must be addressed at the closest appropriate level, i.e., at the project management/technical level, and if necessary, at the FAO Country Office or Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management/technical level, a grievance requesting a Compliance Review may be filed with the FAO Office of the Inspector General in accordance with the Guidelines for Compliance Reviews Following Grievances Related to the Organization's Environmental and Social Standards. Project Managers will have the responsibility to address concerns brought to the attention of the officially designated project grievance focal point.

The **principles** to be followed during the grievance resolution process include confidentiality, impartiality, respect for human rights, including those pertaining to Indigenous Peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

3. **Who can file a grievance and how**

Anyone can file a grievance or make a suggestion related to the project/office. Your grievance will be handled confidentially.

To facilitate our comprehension of your grievance, please include as much information as possible. For example: what happened, who was involved, when did it happen...

4. **From grievance to resolution**

The mechanism includes the following stages:

1. In the instance in which the individual or group have the means to directly file the grievance, he/she has the right to do so, presenting through the indicated channels of the project/office (i.e.: email, mailbox, phone, etc.). The process of filing a grievance will duly consider confidentiality, and if requested by the individual or group bringing the grievance, anonymity as well as any existing traditional or indigenous dispute resolution mechanisms and it will not interfere with the community's self-governance system.
2. The individual or group bringing the grievance files a grievance through one of the channels of the grievance mechanism. This will be sent to the Project or FAO Decentralized / Country Office Grievance focal point to acknowledge and log the grievance, assess whether it is eligible and determine responsibility for attempting to resolve the grievance in line with the processes agreed for the project. The confidentiality of the grievance must be preserved during the process. For every grievance received by the project grievance focal point, written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.

The Grievance focal point will also be responsible for recording the grievance and how it has been addressed if a resolution was agreed.

3. If the situation is too complex, or the individual or group bringing the grievance does not accept the proposed resolution, the Grievance focal point must be informed and they must send the grievance to the next highest level, until a solution or acceptance is reached.
4. In compliance with the resolution, the person in charge of dealing with the grievance may interact with the individual or group bringing the grievance, or may call for interviews and meetings, to better understand the reasons.

Resolution

Upon acceptance of a solution by the individual or group bringing the grievance, a confidential record will be maintained.

Review Level	Contact Details
Project Level	Benjamin Harding – 751-7677 – benjamin.harding@fao.org
Next level	Philip Tuivavalagi 685-22127 philip.tuivavalagi@fao.org Joseph Nyemah 685-22127 (x201) joseph.nyemah@fao.org
Higher level (only if it's strictly necessary to include a third level)	Benoist Veillerette - benoist.veillerette@fao.org – CFI, Rome

Office of the Inspector General (OIG)	Contact FAO's independent Office of the Inspector General: • To report non-compliance with FAO's environmental and social management guidelines in case your grievance could not be resolved through the previously mentioned channels. • To report non-compliance with FAO's environmental and social management guidelines in case you have a good reason for not approaching the project management (e.g., fears about your safety). • To report possible f**raud and other corrupt practices, as well as other misconduct such as sexual exploitation and abuse.** By confidential hotline (online form & by phone): fao.ethicspoint.com By e-mail: Investigations-hotline@fao.org or inspector-general-office@fao.org By mail: Office of the Inspector General Food and Agriculture Organization of the United Nations Viale delle Terme di Caracalla 00153 Rome, Italy

Annex III: Workplan

Below is a tentative workplan for the full four years of the project.

Activities/timeline	Year 1 (2024-25)				Year 2 (2025-26)				Year 3 (2026-27)				Year 4 (2027-28)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
General Actions																
1. Formalize Project Steering Committee	X															
2. Quarterly PSC meetings	X	X	X	X	X	X	X	X	X	X	X X	X	X	X	X	X
3. Sign LOAs	X	X														
4. Conduct Baseline surveys	X	X														
5. Bi-annual Reporting		X		X		X		X		X		X		X		X
6. Mid-term Review								X	X							
7. Final Surveys														X	X	
8. Final Project Report																X
Activity 1.1: Increased Community Level Free-range Chicken Production																
1. Identify district outlets and participating farmers	X	X	X													
2. Conduct market research and develop business plans			X	X	X											
3. Reconfirm supply chain linkages			X	X												
4. Procurement/mobilization of district outlet equipment				X	X											
5. Capacity Building Training – Chicken Production (various aspects)				X	X											
6. Procurement/mobilization of farmer starter kits					X											
7. District Outlets operational					X	X	X	X								
8. District Outlet/Value Chain Monitoring								X	X	X						
Activity 1.2: Improved Cocoa Bean Processing																
1. Identify participating farmers	X	X	X	X												
2. Cocoa value-add workshops																

3. Procurement/mobilization of drying and fermentation equipment					X	X	X										
4. Technical field assistance				X	X	X	X	X	X	X	X	X	X	X			
5. Value-chain monitoring				X	X	X	X	X	X								

Activity 1.3: Organic Seaweed Fertilizer Social Enterprise																	
1. Develop social enterprise business plan	X	X	X														
2. Identify participating communities (incl. necessary surveys and EIA)	X	X	X														
3. Community outreach		X	X	X	X	X											
4. Establish seaweed farms				X	X	X	X										
5. Establish fertilizer processing centre (incl. procurement/mobilization of equipment)				X	X	X	X										
6. Fertilizer value chain fully operational						X	X	X	X								
7. Fertilizer application training							X	X	X	X							
8. Continued community outreach/Refresher trainings (seaweed harvesting & fertilizer application)								X	X	X	X	X					
9. Social Enterprise business evaluation												X	X	X			
Activity 1.4: Synergic and Dynamic Apiculture Development																	
1. Augment Community Apiary Learning & Resource Centre	X	X	X	X	X												
2. Colony expansion efforts:																	
2a. Identify new farmers/beekeepers and/or existing beekeepers needing strengthening							X	X	X	X	X						
2b. Procure/mobilize equipment							X	X	X	X							
2c. Capacity building workshops (according to bee maintenance schedules)									X	X	X	X					
3. Annual value-addition workshops											X	X	X	X			
Activity 2.1: Strengthening Governance																	
1. Capacity Building Assessment	X	X	X														
2. Capacity Building Workshops				X	X	X	X										
3. Monitoring & Evaluation								X	X	X	X	X					
Activity 2.2: Financial Management and Reporting																	
1. Capacity Building Assessment	X	X	X	X	X	X											
2. Capacity Building Workshops				X	X	X											
3. Monitoring & Evaluation								X	X	X	X	X					
Activity 2.3: Strengthening PO Human Resources																	
1. Hiring of project staff for PO and partner organizations (value-chain liaison officers)	X	X	X														
2. Creation of annual organizational work plans	X	X	X														
3. Performance appraisal of value-chain liaison officer				X			X			X			X				X

Annex IV: Budget

Budget by Category

Budget Code	Budget line description	Base Costs (USD)				
		PY1	PY2	PY3	PY4	Total
5013	Consultants	74,771	74,625	71,577	69,892	290,866
5014	Contracts	217,400	124,000	95,500	90,500	527,400
5020	Locally Contracted Labour	-	-	-	-	-
5021	Travel	6,610	4,088	4,088	5,588	20,374
5023	Training	7,132	2,088	4,132	10,132	23,484
5024	Expendable Procurement	91,940	48,720	-	-	140,660
5025	Non Expendable Procurement	610,220	239,588	-	-	849,808
5027	Technical Support Services	27,034	11,034	9,962	16,512	64,542
5028	General Operating Expenses	12,727	12,611	12,021	11,825	49,183
5030	Cash and Financial Assistance	-	-	-	-	-
5050	GOE Common Services	20,677	4,579	4,265	4,161	33,684
5029	Support Cost	-	-	-	-	-
	Total	**1,068,511**	**521,333**	**201,545**	**208,610**	**2,000,000**

Budget by Component

Components	Amount (USD)
Component 1: Value chain development	1,409,868
Component 2: PO Capacity development	189,497
Project Management and M&E	400,634
Project Support Cost	0
Total	**2,000,000**

Annex V: Risk Management

Section A: Risks to the project

Risk description	Worst case consequence for the project	Risk Score		Mitigating action	Action owner
		Impact	Likelihood		
Disagreements between PO and partner entities	Disfunctional relationship between project partners. Reduced impact and reach of project due to unrealized synergies.	Low	Low	During proposal preparation, roles and expectations were discussed clearly with all organizations. To facilitate project implementation, FAO expects to establish MOUs and LOAs between agencies to solidify roles, funding and other performance expectations. Furthermore, the Project Steering Committee that will be created will consist of representatives from each of the key partner institutions, and will be the proper arena to handle disagreements should they arise.	FAO, SFFI
Disinterest by farmers in enterprise models in favour of grant handouts	Lack of participation, sustainability of the project	Med	Low	Ensure a viable commercial model that enables farmers to earn income in perpetuity. Ensure business planning involves all stakeholders and that information on the business model is presented in a clear and concise manner.	SFFI, FAO
Natural disasters such as cyclones	Significant delays in project activity execution	Low	Med	Ensure project timeframe allows for possible time delays and is spread out through the project months to mitigate this type of risk. Use virtual trainings where possible. Source expertise locally wherever possible.	All
Country lockdowns & gathering restrictions affect project timelines, such as workshops and training, contracting subject matter experts, and community engagement	Significant delays in project activity execution	Med	Low	Ensure project timeframe allows for possible time delays and is spread out through the project months to mitigate this type of risk. Use virtual trainings where possible. Source expertise locally wherever possible.	All

Annex VI: Poultry Value Chain

Activity 1.1 Value Chain - Increased Community Level Free-range Chicken Production

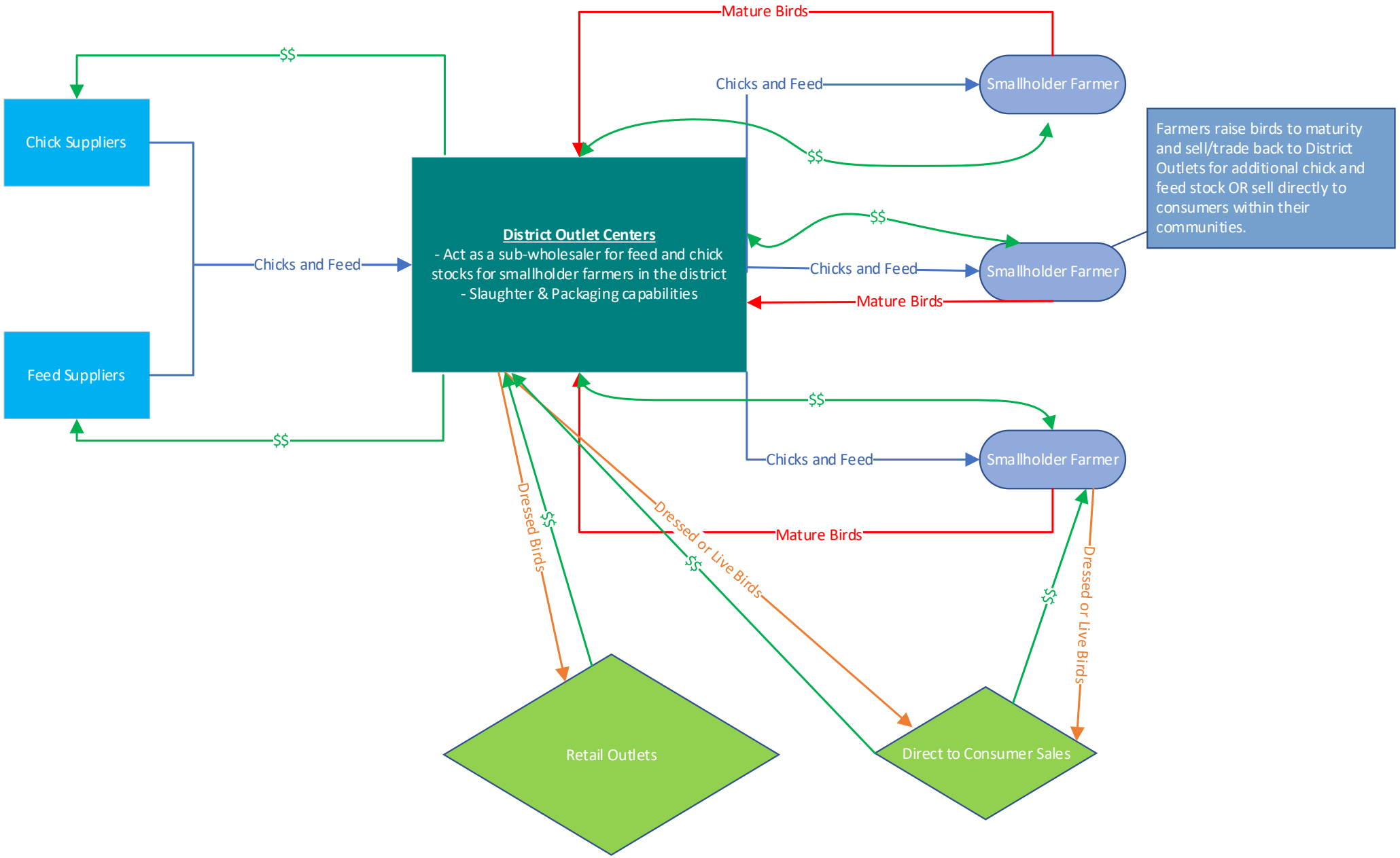
This project aims to address the significant challenges encountered by smallholder farmers in the poultry value chain. It does this by giving these farmers practical access to supply networks and end markets using the district outlet model. This model enables smallholder farmers to achieve what would be nearly impossible relying solely on their own entrepreneurship.

The district outlets will source chicks and feed stock from government and commercial suppliers across the country, making these resources available for pickup or distribution to local smallholder farmers. This not only enhances the purchasing capability of smallholders but also reduces the expenses associated with acquiring these inputs independently. Additionally, there is a possibility of expanding the district outlets' functions to include chick hatching and brooding, ensuring a consistent supply and growth within their respective districts.

To further support farmers, capacity-building workshops will offer guidance on supplementing commercial feed with locally available resources, promoting an economically viable production model. Smallholder farmers will then raise birds to maturity, with the option to sell live birds to the district outlet for slaughter or sell live or dressed birds within their communities. Specific selling arrangements will be developed through collaboration between the farmers and district outlets during business planning sessions once the project is operational. There is also potential for engaging private commercial slaughterhouses for the sale of mature live birds. Farmers will reinvest their earnings in acquiring new chicks and feed stock to repeat the cycle of growing birds to maturity.

At the district outlet centres, mature birds will be processed, packaged, and distributed to various retail outlets, ranging from local village shops to national chain supermarkets. During the project's consultation and capacity-building phases, a comprehensive marketing plan will be devised to ensure accessible market pathways for rural producers. This plan will encompass a unified branding strategy and coordinated negotiations with retailers to secure commercial channels for chicken meat.

Please see the illustration below capturing the poultry value chain envisioned under this project.


Mature Birds
$$
Chicks and Feed
Smallholder Farmer
Chick Suppliers
$$
Farmers raise birds to maturity and sell/trade back to District Outlets for additional chick and feed stock OR sell directly to consumers within their communities.
District Outlet Centers
- Act as a sub-wholesaler for feed and chick stocks for smallholder farmers in the district
- Slaughter & Packaging capabilities
$$
Chicks and Feed
Chicks and Feed
Smallholder Farmer
Feed Suppliers
Mature Birds
$$
$$
Chicks and Feed
Smallholder Farmer
Dressed Birds
$$
Dressed or Live Birds
Mature Birds
$$
$$
Dressed or Live Birds
Retail Outlets
Direct to Consumer Sales