1. **Title/basic act/CRIS number**
   Support Measures for the National Authorising Officer of the Republic of Fiji
   CRIS number: FED/2015/038-559 financed under European Development Fund

2. **Zone benefiting from the action/location**
   Republic of Fiji
   The action shall be carried out at the following location: National Authorising Office, Ministry of Finance, in Suva.

3. **Programming document**
   Fiji – European Union National Indicative Programme for the period 2014 – 2020

4. **Sector of concentration/thematic area**
   Support Measures to the National Authorising Officer (NAO) DEV. Aid: YES

5. **Amounts concerned**
   Total estimated cost: EUR 525 000
   EUR 500 000 from the EDF 11th NIP.
   This action is co-financed by the grant beneficiaries for an indicative amount of EUR 25 000 (6%)

6. **Aid modality and implementation modality(ies)**
   Project modality
   Direct management:
   grants – direct award to the NAO of the Republic of Fiji

7 a) **DAC code(s)**
   15110 – Public Sector Policy and administrative management Public Sector Institutions – 10000, Recipient Government - 12000

8. **Markers (from CRIS DAC form)**
<table>
<thead>
<tr>
<th>General policy objective</th>
<th>Not targeted</th>
<th>Significant objective</th>
<th>Main objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation development/good governance</td>
<td>☐</td>
<td>☐</td>
<td>x</td>
</tr>
<tr>
<td>Aid to environment</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Gender equality (including Women In Development)</td>
<td>☐</td>
<td>x</td>
<td>☐</td>
</tr>
<tr>
<td>Trade Development</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

[1]
Reproductive, Maternal, New born and child health

<table>
<thead>
<tr>
<th>RIO Convention markers</th>
<th>Not targeted</th>
<th>Significant objective</th>
<th>Main objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biological diversity</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combat desertification</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate change mitigation</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate change adaptation</td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Global Public Goods and Challenges (GPGC) thematic flagships

Not Applicable

SUMMARY

This Action consists of a programme of support to the National Authorising Office (NAO) in the Ministry of Finance to facilitate the implementation of programmes under the 'Fiji – European Union National Indicative Programme (NIP) for the period 2014 – 2020'. This support will complement efforts identified as priority areas in the NIP, namely Sustainable Rural Livelihoods and Public Administration and Good Governance reforms. The Action will support the NAO in carrying out its role and obligations, as well as develop national capacity in programme management. The actions seek to:

- Support the NAO to successfully implement 11th EDF programmes in Fiji
- Develop human and technical capacities in government where necessary to enhance 11th EDF programming and implementation and when applicable, to prepare for the next EDF financial cycle
- Facilitate complementary efforts such as studies, evaluations and audits that will strengthen the management oversight of the NAO, Ministry of Finance

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

1.1.1 Economic and social situation and poverty analysis

Fiji has a population of circa 900 000 and is classified as an Upper Middle Income Country (UMIC). Fiji, like most small islands developing states (SIDS), remains vulnerable to natural disasters and adverse effects of global economic crisis, and possesses a relatively narrow economic base. The country's general election in September 2014 has steered the nation back on the path of a democratic system of governance. Prior to the elections, the interim administration developed several policies which aimed at improving service delivery to its citizens. The elected Government remains committed to enhancing such programmes. Certain social indicators remain strong and this is evidenced by the UNDP Human Development Index where Fiji ranked 88th in 2013. However, Fiji is not expected to meet Millennium Development Goal (MDG) 3 on gender equality and poverty persists, notably in the rural areas. It is estimated that 35% of the Fijian population live below the poverty line and health
and social services strain to keep up with citizens’ needs. Access to educational opportunities has grown stronger in recent years.

Fiji’s economic performance improved from 2% real growth in 2011 to over 4% in 2013 and is expected to remain between 3% and 4% over the short term. Stimulating monetary policies from the Reserve Bank of Fiji (RBF) have strongly supported these growth rates and brought inflation under control. The countries’ policies focused, in recent years, particularly on the tourism, agriculture and manufacturing sectors. Public debt is around 50% of GDP level as of 2014. The country’s export composition is less diversified than its GDP. Fiji is vulnerable to external shocks due to over-reliance on tourism and remittances and rural livelihoods depend highly on the Agriculture sector and in particular, the sugar subsector.

1.1.2 Public Policy Assessment and EU Policy Framework

The current National Development Strategy (NDS) document for Fiji is the Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSED) 2010-2014. It is supported by three key pillars – Governance, Economic Growth and Socio-Cultural Development. However, the Government of Fiji has indicated that the NDS will be replaced by a new national policy in 2015.

The priorities set forth by the Government in the RDSSED and a complementing policy - ‘Green Growth Framework for Fiji’ are consistent with EU development policies in their strong focus on reducing poverty, promoting sustainable growth and human development. The 2014 general election in September, the opening of the new Parliament in October 2014, good progress on MDGs and a 2015 budget focusing on education, health and information technology are positive developments.

A development partners' roundtable mechanism is envisaged to take place in 2015. Coordinated by the Ministry of Finance, the purpose of the roundtable mechanism is to consolidate efforts between development partners and Government to ensure that any assistance, financial or technical is in synergy with Government priorities. This practice, implemented at the level of the line ministries, supports the Paris, Accra and Busan principles of aid/development effectiveness. In addition, attempts are also being fostered to develop a sound Monitoring and Evaluation (M & E) framework suitable for a new national development policy in 2015. A specific timeframe is yet to be endorsed for both the partners' roundtable mechanism and an M & E framework by Government.

1.1.3 Stakeholder analysis

The main stakeholders for the present proposal include:

- the Ministry of Finance, where the National Authorising Officer is based and which hosts the government's Overseas Development Assistance (ODA) Unit. The Unit comprises of 5 full time staff which provide support to the Ministry of Finance with regards to the management of ODA in Fiji.

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1 Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSED) 2010-2014
• Implementing partners for 11th EDF programmes in the 'Sustainable Rural Livelihoods' priority sector, including the Ministry of Agriculture, Ministry of Sugar, Prime Minister's Office and selected line Ministries, the Sugarcane Farmers Associations, Sugarcane mills, farmers, landowners, iTaukei Land Trust Board (TLTB) and NGOs.
• Implementing partners for 11th EDF programmes in the 'Public Administration and Good Governance reforms' priority sector, including a.o. Ministry of Justice, Legal Aid Commission (LAC) and NGOs.
• Implementing partners of other EU interventions benefiting Fiji (AMSP support, Budget Lines etc.)

The main beneficiary of the programme will be the Ministry of Finance, Aid Coordination Unit.

1.1.4 Priority areas for support/problem analysis

The ODA Unit of the Ministry of Finance provides support to the Minister of Finance (the NAO) in the management of ODA assistance in Fiji. Their mandate includes the management of EDF funds. With only 5 staff and more than 30 donors/development partners to manage (multilateral and bilateral), the Unit has limited capacities to handle its task, let alone ensuring consistent follow up of EU programmes. While receiving adequate administrative and operational support for its daily operations, the Unit does not have the financial capacity to source specific TA or obtain adequate support it requires to perform efficiently. In addition, the Unit has limited capacity development opportunities.

The support measures will help address those shortcomings over the next years by strengthening its skillset and knowledge through training and participation in workshops and conferences, generally on development issues, but particularly on EU/EDF programming and implementation. To ensure that the ODA Unit focus adequate attention on EDF matters, the NAO's office will be reinforced with additional staff providing the necessary expertise to ensure the sound and efficient management of EDF funded programs. Remuneration of the additional staff in accordance with MOF salary grid will allow a full integration to the NAO Team and ownership by the Ministry of Finance. Additional staff joining the NAO will have credible project Cycle management knowledge as well as experience in managing donor supported programmes, including budget support if possible. They provide the required day-day support to the ODA Unit and the NAO. The purpose of the grant will consist of developing national capacity, coordinate EU assistance, identify synergies and partnerships with other development partners, and other relevant actions which will add value to Fiji and EU development cooperation, including visibility.

Further assistance will be provided on an ad hoc basis to respond to specific programming/implementation issues such as inter alia: organisation of conferences and meetings; identification of new programmes and/or evaluation existing ones; monitoring of programmes; assistance in preparing expenditure verification and audits if required; setting up programme management system and evaluation and monitoring framework; coordination of studies (by scholars, experts or NGOs) deemed necessary to ensure a smooth implementation
of EU support and; financing of visibility events promoting the partnership between the Government of Fiji and EU.

In addition, support will be provided to develop the Unit's capacities by training and up-skilling its staff. Financial and operational management training as well as thematic training relevant to the areas of interest of EU support will be supported. Capacity development can also take the form of participation in conference and seminars on relevant matters. These opportunities will undoubtedly enhance the capacities of the ODA Unit to enable the successful programming and implementation of the NIP.

The Support Measures will not provide for the construction of physical infrastructure, the salaries of government officials, the running costs of the ODA Unit provided under this Action.

2 RISKS AND ASSUMPTIONS

<table>
<thead>
<tr>
<th>Risks</th>
<th>Risk level (H/M/L)</th>
<th>Mitigating measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of commitment and/or (political) ownership by government</td>
<td>Low</td>
<td>Inclusive dialogue will encourage ownership of the process, mitigating or addressing challenges early when identified</td>
</tr>
<tr>
<td>Lack of financial and human capacities in government to implement the EDF 11 programme</td>
<td>Low</td>
<td>The Support Measures will provide a permanent staff and provide pertinent civil servants the opportunity to develop their capacities.</td>
</tr>
<tr>
<td>Reduced capacity of the relevant government departments to manage the projects and processes</td>
<td>Low</td>
<td>The provision of expertise and capacity development in the project itself will specifically address and mitigate this risk. Regular dialogue with NAO will ensure appropriate mitigation.</td>
</tr>
<tr>
<td>Political instability</td>
<td>Low</td>
<td>The EU will strategically engage with authorities in political dialogue and monitor political development.</td>
</tr>
</tbody>
</table>
Capacity building support undermined due to the departure of trained staff. | Low | This risk is be mitigated by involving Government officials on permanent contract and expected to remain in the Unit for a minimum of 3 years.

**Assumptions**

Government continues to support the implementation of the EU-Fiji National Indicative Programme 2014 – 2020 throughout its duration.

### 3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

#### 3.1 Lessons learnt

Since formal cooperation ceased with the Government of Fiji in 2007, there are no comparative lessons to learn from the 10th EDF as no bi-lateral EU programme existed with Fiji for that period.

However, under the 9th EDF, a Project Monitoring Unit (PMU) was established to oversee an EU-funded programme called the Fiji Education Sector Programme (FESP). The PMU's role faced several operational challenges which influenced its delivery, but the capacity building and the long-term presence of the FESP PMU has also had a positive impact upon the rationality of the Ministry of Education's systems for financial management and procurement and on management and accounting capabilities, both in the Ministry and in the communities.

It may also be useful to draw from the 10th EDF experience across the region. A major lesson in implementing TCF projects is capacity support to the NAO's office is essential for the timely and effective implementation of planned interventions. A number of countries have encountered serious difficulties in programme implementation due to lack of adequate capacity in the NAO's office.

#### 3.2 Complementarity, synergy and donor coordination

A small number of donors including the Department of Foreign Affairs and Trade (DFAT), New Zealand Aid Programme (NZAP), USAID, Japan and China along with other development partners such as the World Bank Group (WBG), International Monetary Fund (IMF) and the Asian Development Bank (ADB) are actively providing TA to the Government of Fiji, in a range of sectors. The ODA Unit benefited from some support by UNDP and the Pacific Island Forum’s Secretariat (PIFS).

Donor coordination in Fiji has somewhat been limited over the last eight years, but the elected Government has shown a renewed interest in leading the development aid coordination process. ODA is currently being recentralised through the ODA Unit within the Ministry of Finance. Government is expected to provide contribution to this Action (6%) by supporting the ODA Unit staff (remuneration); assume a chairmanship role in Steering Committee Meetings and lead joint government-donor fora.
3.3 Cross-cutting issues

Gender and disability perspective will be included in all elements of the programmes, and collected data will be gender specific. Gender perspective must be reflected in the results, and therefore also in the implementation phases. Environmental impact of the programme is expected to be limited.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objective of the programme is to assist Government of Fiji in the implementation of its National Development Strategy through the support of sound development programmes financed from the 11th EDF. The purpose of the programme is to provide assistance to the NAO in the management of the whole life-cycle of actions under the EDF and other EU instruments, including programming the next cooperation cycle.

The programme aims to fulfil these objectives by achieving the following results:

R1. Smooth implementation of the 11th EDF Programme.
R2. Strengthened capacity of the NAO.

4.2 Main activities

The programme will be implemented notably through the following, non-exhaustive set of activities:

A1. Support to the NAO and/or relevant offices/agencies for the whole EDF life-cycle or other EU instruments, including programming of the next cooperation cycle.
A2. Support the organisation and/or participation for conferences/seminars in ACP and/or EU countries on relevant EU cooperation issues, for key Fijian stakeholders.
A3. Support to day-to-day administration of the NIP by the NAO
A4. Undertake sector and aid modalities studies aimed at focusing EU policy and programmes in Fiji
A5. Coordinate, attend and service meetings as required such as PSC meetings, EU missions, Results Oriented Monitoring (ROM).
A6. Provide relevant information upon requests of the EU Delegation and EU Member States.
A7. Training of staff within the NAO Office, Ministry of Finance and relevant stakeholders, including Civil Society Organisations (CSOs) in EDF rules and procedures, Budget Support, Project Cycle Management, etc.
A8. Undertake or assist in evaluations, expenditure verification and audits of EU programmes and projects, if required.

4.3 Intervention logic

Refer to logframe
5 IMPLEMENTATION

5.1 Financing agreement
In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period
The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission’s authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) No 322/2015.

5.3 N/A

5.4 Implementation modalities - direct management

5.4.1 Grant: direct award "Support Measures for the National Authorising Officer of the Republic of Fiji"
(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

The overall objective of the programme is to assist the Government of Fiji in the implementation of its National Development Strategy through the support of sound development programmes financed from the 11th EDF. The purpose of the programme is to provide assistance to the NAO in the management of the whole life-cycle of actions under the EDF and other EU instruments, including programming the next cooperation cycle.

The programme aims to fulfil these objectives by achieving the following results:

R1. Smooth implementation of the 11th EDF Programme.
R2. Strengthened capacity of the NAO.

(b) Justification of a direct grant

Under the responsibility of the Commission’s authorising officer responsible, the grant may be awarded without a call for proposals to the NAO of the Republic of Fiji.

Under the responsibility of the Commission’s authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the beneficiary is in a legal and factual monopoly situation.

(c) Not applicable
(d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.
The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 94%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission’s authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement
First trimester 2016

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

In accordance with Article 22(1)(a) of Annex IV to the ACP-EU Partnership Agreement; the Commission decides that natural and legal persons from the following countries having traditional economic, trade or geographical links with neighbouring partner countries shall be eligible for participating in procurement and grant award procedures: Australia, New Zealand and Singapore. The supplies originating there shall also be eligible.

The Commission’s authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

<table>
<thead>
<tr>
<th>Support Measures for the National Authorising Officer of the Republic of Fiji</th>
<th>Amount in EUR</th>
<th>Indicative third party contribution, in currency identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4 – Direct grant with the Republic of Fiji (Direct management)</td>
<td>425 000</td>
<td>25 000</td>
</tr>
<tr>
<td>5.9 – Evaluation, 5.10 - Audit</td>
<td>75 000</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td><strong>525 000</strong></td>
<td></td>
</tr>
</tbody>
</table>
5.7 Organisational set-up and responsibilities

A Steering Committee composed of the EU and the Ministry of Finance will be formed under this Action to monitor the implementation and gauge the progress of the implementation of programmes under the 11th EDF.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner’s responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, mid-term and final evaluations may be carried out for this Action or its components via independent consultants contracted by the Commission.

The Mid Term Evaluation may be carried out for learning purposes, in particular with respect to measuring progress against the objectives of the programme and identifying specific elements of support that can be strengthened towards the NAO during the latter half of the 11th EDF period.

The Final Evaluation may be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the evaluation will analyse specific elements of the 11th EDF programme that could potentially be considered for the next EDF financial cycle.

The Commission shall inform the implementing partner at least 90 days in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner
country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, two contracts for evaluation services may be concluded in 2018 and 2020.

5.10 Audit
Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, one contract for audit services may be concluded in 2020.

5.11 Communication and visibility
Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.
APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)\(^2\)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Indicators</th>
<th>Baselines (incl. reference year)</th>
<th>Targets (incl. reference year)</th>
<th>Sources and means of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Overall objective: Impact | Overall objective of the programme is to assist Government of Fiji in the implementation of its National Development Strategy through the support of sound development programmes financed from the 11\(^{th}\) EDF | Evident-based increase in trade and economic opportunities including cross border exchange in goods, services and labour  
Joint positions on key political and governance issues and common priorities such as Climate Change and Small Islands Developing States | 2015 (Baseline data to be provided upon implementation) | Quantitative and qualitative evidence of achievements in 3 key areas: economic, Good Governance, Economic Development and Socio-cultural indicators (2009 – 2014) |.pushpin RDSSED 2009 – 2014: Implementation framework, pg. 145) |
| Specific objective(s): Outcome(s) | The purpose of the programme is to provide assistance to the NAO in the management of the whole life-cycle of actions under the EDF and other EU instruments, including programming the next cooperation cycle. | Timely disbursement of EDF funds to the Ministry of Finance and selected line Ministries | n/a no EDF funds prior to 2015. | Successful implementation and timely completion of EDF 11 programme (2015 – 2020) as per forecast. | Annual Steering Committee reports and minutes  
Six-monthly and annual progress reports  
Mid Term and Final Evaluation report of the Support Measures mechanism | Government continues to support the implementation of the EU-Fiji National Indicative Programme 2014 – 2020 throughout its duration |

\(^2\) Mark indicators aligned with the relevant programming document mark with ‘*’ and indicators aligned to the EU Results Framework with ‘**’.
<table>
<thead>
<tr>
<th>Output(s)</th>
<th>Capacity of the NAO Office to successfully coordinate and manage EDF programmes and EU-related actions in Fiji, including programming of the next cooperation cycle is strengthened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful implementation of EDF 11</td>
<td>Reinforced assistance to government agencies and departments involved in the implementation of EU-funded projects.</td>
</tr>
</tbody>
</table>
| Number of public servants trained/ capacities developed familiar with EU/EDF procedures and processes | Timely recruitment of additional staff  
Number of public servants trained/ capacities developed familiar with EU/EDF procedures and processes  
Number and depth of regular joint donor support group meetings  
Participation of public servants in seminars in ACP and/or EU countries on relevant EU cooperation issues, for key Fijian stakeholders |
| n/a No EDF funds prior to 2015                                           | Successful implementation and timely completion of EDF 11 programme (2015 – 2020)  
Commitments and Payment objectives are met (Quantitative gauge)  
Results Oriented Monitoring (ROM) scores are positive (Qualitative gauge) |
| Additional staff and civil servant training and/or mission reports       | EDF disbursement requests from Fiji to the EU  
Joint Policy donor meeting minutes  
Sector and aid modalities studies including an assessment of the EU budget support eligibility criteria |
| Government is consistently committed throughout EDF 11 programme         | Trained civil servants will be retained to support EU-Fiji development cooperation |