


**MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
DEPARTMENT OF LOCAL GOVERNMENT,  
MINISTRY OF LOCAL GOVERNMENT  
OF THE GOVERNMENT OF REPUBLIC OF FIJI  
ON  
PROJECT  
FOR  
PROMOTION OF REGIONAL INITIATIVE ON SOLID WASTE MANAGEMENT  
IN PACIFIC ISLAND COUNTRIES PHASE 3 (J-PRISM 3)**


Japan International Cooperation Agency (hereinafter referred to as "JICA") has formed the Detailed Planning Survey Team (hereinafter referred to as "the Team") headed by Mr. Shiro Amano and conducted the survey from 5 to 9 September 2022 for the purpose of formulation of technical cooperation, "Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM 3)" (hereinafter referred to as "the Project").

During the survey, the Team exchanged its views and opinions and had a series of discussions with authorities concerned of the Republic of Fiji (hereinafter referred to as "Fiji side") for the purpose of designing the Project.

As a result of the discussion, both the Team and the Fiji side agreed on the matters referred to in the document attached hereto. The parties acknowledge and agree that this Minutes of Meetings may be executed by electronic signature, which is considered as an original signature for all purposes and has the same force and effect as an original signature. "Electronic signature" includes faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via pdf) of an original signature.

Suva, October 4, 2022

  
\_\_\_\_\_  
Mr. Shiro AMANO  
Team Leader  
Detailed Planning Survey Team  
Japan International Cooperation Agency

  
\_\_\_\_\_  
Ms. Bindula DEVI  
Director for Local Government  
Ministry of Local Government  
Republic of Fiji

## ATTACHED DOCUMENT

The main points that had been discussed and agreed upon by both sides are summarized as follows:

### **1. Integration of Requests for Technical Cooperation**

As is the case with J-PRISM phases I and II, it is agreed by the Fiji side that the nine (9) bi-lateral requests from Pacific Island Countries (Republic of Fiji, Palau, Federated State of Micronesia, Republic of the Marshall Islands, Papua New Guinea, Vanuatu, Solomon, Tonga and Samoa) for technical cooperation will be integrated into one (1) regional technical cooperation project in order to make the most of the limited available resources from Japan and to maximize overall outcomes through smooth and effective coordination of Project activities.

### **2. Draft Record of Discussions (R/D)**

Both sides agreed on the draft Record of Discussions (hereinafter referred to as "R/D") shown in Appendix I which stipulates the framework of the Project. Both sides also agreed that the draft R/D shall be finalized and signed by the representing officials of the JICA Fiji Office and the Fiji side after the approval of implementation of the Project by JICA Headquarters.

### **3. Project Design Matrix for Fiji (PDM)**

Both sides agreed on the tentative Project Design Matrix for Fiji (hereinafter referred to as "PDM") Version 0 shown in Annex 3 of the draft R/D and also agreed to use the PDM as a tool for monitoring, evaluation, and management of the Project. The PDM will be modified as needed at the project implementation stage after mutual consultations between JICA and the Fiji side.

### **4. Region-wide integrated PDM**

Both sides agreed on the tentative Region-wide integrated PDM that describes how all nine Project Member Countries contribute to the achievement of the outputs, project purpose and overall goal as a Region. The current Region-wide integrated PDM Version 0 shown in Annex 4 of the draft R/D. It contains the information from Fiji only and will be finalized once consultation with all Project Member Countries is completed.

### **5. Plan of Operation (PO)**

Both sides agreed on a tentative Plan of Operation (hereinafter referred to as

“PO”) Version 0 for the whole project period as shown in Annex 5 of the draft R/D. The activities of the Project are subject to change within the scope of the draft R/D as necessary during the project implementation.

## **6. Implementation Structure of the Project**

Both sides agreed on the following points for the Implementation Structure of the Project shown in Annex 6 of the draft R/D.

### **(1) Counterpart to JICA Experts (hereinafter referred to as “C/P”)**

- **Project Director**  
Permanent Secretary, Ministry of Local Government (hereinafter referred to as “MLG”) will be responsible for the overall supervision of the Project as Project Director.
- **Project Manager**  
Director, Department of Local Government, MLG will be responsible for the implementation of the Project as Project Manager.
- **Other C/P Personnel**  
Municipal council officers, National Fire Authorities staffs and MLG staffs are assigned to each Output described in the PDM and will work closely with JICA experts.

### **(2) Joint Coordinating Committee (hereinafter referred to as “JCC”)**

JCC will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan,
- To review the progress of the Project,
- To assess the appropriateness of the PDM and suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary,
- To conduct the evaluation of the Project,
- To exchange views and opinions on major issues which would arise during the implementation period of the Project, and
- To discuss any other related issues.

## **7. Signers of the R/D**

Both sides agreed that the signatory of the R/D of the Fiji side is Permanent Secretary, MLG.

## **8. Duration of the Project**

Both sides agreed that the duration of the Project is five (5) years from the date of arrival of the first Japanese expert(s) in one of the Project Member Countries or after the online kick-off meeting is held, whichever comes first unless otherwise agreed between both sides.

## **9. Measures to be Undertaken by the Fijian side**

The Team explained the measures to be taken by the Fiji side as stipulated in “IV. Undertakings of the Counterpart” in “Basic Principle of Technical Cooperation 2016” stated in the draft R/D, and the Fiji side agreed on it.

## **10. Other points discussed**

Fiji side requested to have a local project officer. This position will secure some level of continuity of activities, even if the situation like pandemic happens during the project period and the absence period of JICA experts.

(End of document)

Appendix 1 Draft Record of Discussions



**RECORD OF DISCUSSIONS**

**FOR**

**PROJECT FOR PROMOTION OF REGIONAL INITIATIVE ON SOLID  
WASTE MANAGEMENT IN PACIFIC ISLAND COUNTRIES PHASE 3  
(J-PRISM 3)**

**AGREED UPON BETWEEN**

**THE AUTHORITIES CONCERNED**

**OF**

**THE REPUBLIC OF FIJI**

**AND**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**Dated Month Day, Year**

Based on the minutes of meetings on the Detailed Planning Survey for the project, "Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)" (hereinafter referred to as "the Project") signed on the 4<sup>th</sup> of October 2022 between Ministry of Local Government (MLG) of the Republic of Fiji (hereinafter referred to as "the Counterpart") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with the Counterpart and relevant organizations to develop a detailed plan of the Project.

The purpose of this record of discussions (hereinafter referred to as "the R/D") is to establish a mutual agreement for its implementation by both parties and to agree on the detailed plan of the Project as described in the followings and the Annex1, 2, which will be implemented within the framework of the Note Verbales exchanged on 13 June 2022 between the Government of Japan and the Government of Fiji.

The Counterpart will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Fiji.

Both parties also agreed that the Project will be implemented in accordance with the "Basic Principles for Technical Cooperation" published in December 2016 (hereinafter referred to as "the BP"), unless other arrangements are agreed in the R/D.

The R/D is delivered at Suva, Fiji as of the day and year first above written.

The R/D may be amended by a minutes of meetings between both parties. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the R/D.

For  
JAPAN INTERNATIONAL  
COOPERATION AGENCY

For  
MINISTRY OF LOCAL GOVERNMENT

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Ms. Mayumi AMAIKE  
Resident Representative, JICA Fiji Office

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Mr. Shaheen ALI  
(Acting) Permanent Secretary

- Annex 1 Project Description
- Annex 2 Main Points Discussed
- Annex 3 Project Design Matrix (PDM)
- Annex 4 Region-wide integrated PDM
- Annex 5 Plan of Operation (PO)
- Annex 6 Implementation Structure
- Annex 7 List of Proposed Members of Joint Coordinating Committee
- Annex 8 Monitoring Sheet

## PROJECT DESCRIPTION

(1) Title of the Project: Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)

(2) Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.

(3) Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.

(4) Duration of the Project: 5 years

(5) Implementing Agency: Department of Local Government, Ministry of Local Government (MLG)

(6) Project Inputs

### Japanese Side

1. Dispatch of Experts
2. Trainings in Japan and/or other countries
3. Equipment and materials
  - (1) Necessary office equipment
  - (2) Other necessary equipment for Project activities
4. Local cost
  - Necessary costs for the project activities

### Fiji Side

1. Counterparts and administrative personnel
  - (1) Project Director
  - (2) Project Manager
  - (3) Project counterparts
2. Facilities, equipment and materials
  - Office space with necessary equipment
3. Local costs
  - (1) A part of operational expenses necessary for implementation of the project activities



(utility costs such as water and electricity, etc.)

(2) Personnel costs of Fiji side

(3) Domestic travel expenses of Fiji side

4. Necessary data and information for the Project implementation

(7) Environmental and Social Considerations (C)

(under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)')

## **MAIN POINTS DISCUSSED**

### **1. Annex 3 to 8**

Both parties agreed on the contents of Annex 3 to 8, which is categorized as references of the R/D. Both parties further agreed that the contents of Annex 3 to 8 may be modified by mutual confirmation such as determination of monitoring sheets or minutes of meetings usually after Joint Coordinating Committee.

### **2. Environmental and Social Considerations**

With regard to the Section 10.1 of the BP, the Project is likely to have minimal adverse impact on the environment and society under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)'.

### **3. Gender Equality and Women's Empowerment**

Both parties confirmed that activities to promote gender equality and women's empowerment should be duly practiced for the Project implementation.

In particular, both parties agreed that the project will contribute to gender equality and women's empowerment by providing opportunity for training in country and overseas.

### **4. Climate Change**

Both parties confirmed that this project may contribute to climate change mitigation through the reduction of solid waste disposed to the landfill.

**PROJECT DESIGN MATRIX (PDM)**

Narrative Summary	Means of Verification	Important Assumptions
<p><b>Objectively Verifiable Indicators</b></p> <p><b>Overall Goal:</b> Basic framework and necessary measures towards sound material cycle society through 3R-Return are in place in the Pacific region.</p> <p>Indicator 1. By 2031, XX% of indicators of Municipal waste management Master Plans(MMP-2) are achieved by XX municipal councils.</p> <p><b>Project Purpose:</b> The mechanism for self-sustaining solid waste management and 3R-Return is strengthened.</p> <p>Indicator 1. By the end of the project, XX% of action plan items of MMP are implemented by at least XX municipal councils.</p> <p>Indicator 2. By the end of the project, XX% of indicators of MMP are achieved by at least XX municipal councils.</p> <p>Indicator 3. By the end of the project, contingency disaster management plans are reflected into MMP by at least XX municipal councils.</p>	<p>Annual Reports of Ministry of Local Government</p> <p>Project reports</p> <p>Annual Reports of Municipal Councils</p>	
<p><b>Narrative Summary</b></p> <p><b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/Improved.</b></p> <p>1-1 MMPs are continuously monitored and reported at biannually throughout the project period.</p> <p>1-2 Financial capacity of municipal councils is enhanced.</p> <p>1-3 Capacity of Disaster Waste Management is enhanced.</p>	<p><b>Objectively Verifiable Indicators</b></p> <p>1-1-1 Monitoring Report(3) based on the MMP are produced XX times / year in at least XX councils.</p> <p>1-2-1 By 20xx, the experiences within councils regarding the garbage fee are compiled.</p> <p>1-2-2 By 20xx, the product of 1-2-1 is disseminated through XX seminars.</p> <p>1-3-1 By 20xx, disaster waste contingency plans are drafted in at least XX municipal councils.</p>	<p><b>Important Assumptions</b></p> <p>No major disaster happens during the project period.</p> <p>Waste management remains as one of the most important priorities in the Fijian Government and sufficient budget is allocated to maintain the services.</p>
<p><b>Output 2. Capacity of providing public services on waste management is enhanced.</b></p> <p>2-1 Waste collection and transportation in areas of priority(4) is enhanced.</p> <p>2-2 Capacity of landfill management is strengthened.</p>	<p>Monitoring Reports based on the MMP</p> <p>Project reports</p> <p>Disaster waste contingency plans of respective municipal councils</p>	
<p><b>Output 3. "3R-Return" System is promoted.</b></p> <p>3-1 Recycling activities are promoted through the collaboration between municipal councils and recycling partners.</p>	<p>Monitoring Reports based on the MMP</p> <p>Project reports</p>	
<p><b>Output 4. The knowledge and experiences in the region are shared.</b></p>	<p>Pilot project reports</p> <p>Project reports</p> <p>New strategy (post CP2025)</p> <p>Presentations and proceedings used in seminars and trainings in preparation of the upcoming strategy (post CP2025)</p> <p>Published materials</p>	

Activities	Input	Important Assumptions
<p>1-1-1 Review the monitoring situation of each council.</p> <p>1-1-2 Refresh training(s) is held to monitor the MMP.</p> <p>1-2-1 Gather and examine the information regarding existing financial situations of municipal councils to be shared.</p> <p>1-2-2 Identify and consult priority areas and challenges for financing the waste management services among stakeholders.</p> <p>1-2-3 Gather and examine the effectiveness of good examples and its mechanisms on garbage fee.</p> <p>1-2-4 Conduct seminars to share good examples and its mechanism on garbage fee.</p> <p>1-3-1 Identify stakeholders of Disaster Waste Management.</p> <p>1-3-2 Examine existing relevant materials including guidelines and plans and its utilization.</p> <p>1-3-3 Identify target municipal councils.</p> <p>1-3-4 Based on 1-3-2 and 1-3-3, apply the knowledge and practices to the target municipal councils.</p> <p>Note: Lautoka city council has formulated a contingency plan which could be referred as an example under this output.</p> <p>2-1-1 Gather and analyze the information regarding current collection coverage rates.</p> <p>2-1-2 Based on 2-1-1, conduct the consultation meetings to determine areas of priority (target municipal councils and its area).</p> <p>2-1-3 Create the implementation plans for the target municipal councils.</p> <p>2-1-4 Perform the activities in the implementation plan under 2-1-3 to extend collection coverage</p> <p>2-2-1 Gather and analyze the information regarding current (existing) waste recycling mechanisms at municipal councils</p> <p>2-2-2 Based on 2-2-1, identify target municipal councils to improve the recycling capacity.</p> <p>2-2-3 Conduct the training/workshops to the target municipal councils.</p> <p>3-1-1 Gather and analyze the good practices of recycling activities in Fiji.</p> <p>3-1-2 Share the good practices of recycling activities in Fiji among stakeholders.</p> <p>3-1-3 Identify and confirm pilot projects/activities to promote recycling through the collaboration between municipal councils.</p> <p>3-1-4 Implement pilot projects/activities are implemented.</p> <p>3-1-5 Complete lesson(s) learnt through implementing the pilot projects/activities.</p> <p>3-1-6 Conduct the workshop(s)/seminar(s) to share the lessons learnt.</p> <p>4-1 Each country presents annually on activities implemented, good practices and/or lessons learnt in the country and report to SPREP. (e.g. in occasions of CPRT and SC meetings)</p> <p>4-2 Each country provides necessary information requested by SPREP for the development of the upcoming strategy (post CP2025).</p> <p>4-3 SPREP and Project Office accumulate and publish the good practices and lessons learnt.</p>	<p>Japanese Side</p> <p>1. Dispatch of Experts</p> <p>2. Trainings in Japan and/or other countries</p> <p>3. Equipment and materials</p> <p>(1) Necessary office equipment</p> <p>(2) Other necessary equipment for project activities</p> <p>3. Local costs</p> <p>Necessary costs for the project activities</p>	<p>Border restriction is not severely tightened due to pandemic diseases.</p> <p>Counterpart personnel does not change radically.</p> <p>Budget for the project activities are allocated and disbursed timely from CP.</p>
	<p>Fijian Side</p> <p>1. Counterparts and administrative personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(3) Project counterparts</p> <p>2. Facilities, equipment and materials</p> <p>Office space with necessary equipment</p> <p>3. Local costs</p> <p>(1) A part of operational expenses necessary for implementation of the project activities (utility costs such as water and electricity, etc.)</p> <p>(2) Personnel costs of Fijian side</p> <p>(3) Domestic travel expenses of Fijian side</p> <p>4. Necessary data and information for the Project Implementation</p>	<p><b>Pre-Conditions</b></p> <p>Commitment and importance on SWM in the Local Governments do not change.</p>

\*1 Target municipal councils may be selected through the progress

\*2 MMP (Municipal waste management Master Plan) developed in J-PRISMZ

\*3 The Monitoring Reports are Regular Reports on Solid Waste Management Activities developed by J-PRISMZ

\*4 Areas including Council area and extended areas beyond boundary.

**REGION-WIDE INTEGRATED PDM**

**Region-wide Integrated Project Design Matrix (PDM)**

**Project Title:** Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM 3)

**Implementing Agency:** SPREP and 9 target countries

**Target Group:** Government officials and waste/recycle workers in 9 countries

**Period of Project:** XXX 2023 – XXX 2028 (5 years)

**Project Site:** Palau, FSM, RMI, PNG, Solomon, Vanuatu, Fiji, Tonga and Samoa

**Overall Goal:** Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.

	Indicators									
	Palau	FSM	RMI	PNG	Solomon	Vanuatu	Fiji	Tonga	Samoa	
Indicator 1. By 2031, XX% of indicators of Municipal waste management Master Plans(MMP*2) are achieved by XX municipal councils.										
Indicator 2. By the end of the project, XX% of action plan items of MMP are implemented by at least XX municipal councils.										
Indicator 3. By the end of the project, contingency disaster management plans are reflected into MMP by at least XX municipal councils.										
<b>Project Purpose:</b> The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.										
At least XX lessons learned from the peer learning are utilized by each country's SWM and 3R+Return operations*.										
<b>Narrative Summary</b>										
<b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b>										
							1-1-1 Monitoring Reports <sup>3)</sup> based on the MMP are produced XX times / year in at least XX councils. 1-2-1 By 20xx, the experiences within councils regarding the garbage fee are compiled. 1-2-2 By 20xx, the product of 1-2-1 is disseminated through XX seminars. 1-3-1 By 20xx, disaster waste contingency plans are drafted in at least XX municipal councils.			
<b>Output 2. Capacity of providing public services on waste management is enhanced.</b>										
							2-1-1 By 202x, XX % of the collection coverage rates in MMP are achieved in the areas of priority. 2-2-1 Incoming waste to landfills is continuously recorded to be included in monitoring reports based on the MMP.			
<b>Output 3. "3R+Return" System is promoted.</b>										
							3-1-1 By 202x, pilot projects to promote recycling are identified in XX municipal councils. 3-1-2 The report of lessons learnt is created and shared.			
<b>Output 4. The knowledge and experiences in the region are shared.</b>										
4-1 By 2025, the upcoming strategy (post CP2025) is drafted in collaboration between each country and SPREP. 4-2 Good practices and lessons learnt become accessible to each country.										

\*NB

To count the number of lessons learnt by each country's SWM and 3R+Return operations, the following procedure needs to be considered.

- 1) Identify areas of work in which the country is capable of providing support to other PIC countries (topic for the 1st year annual report).
- 2) Identify areas of work in which the country seeks to learn from other PIC(s) (e.g. working with private sectors, establishing a recycling center, landfill closure, landfill improvement).
- 3) Identify a mentor PIC(s) for exchange and peer learning on identified areas of work through the support of SPREP if necessary.
- 4) Initiate a bilateral/multi-lateral dialogue with the mentor PIC(s) through the support of SPREP if necessary.
- 5) Adapt acquired knowledge and lessons learnt in the country's context.

**PLAN OF OPERATION (PO)**



Plan of Operation

Version 0

Dated 4 Oct 2022

Project Title: Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries 3 (J-PRISM 3)

Inputs	Plan	2023				2024				2025				2026				2027				Remarks	
		Actual																					
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>Expert</b>																							
Waste management (Organization and Finance)	Plan																						
Waste management (Public Service)	Plan																						
Waste management (3R+Return, Pilot Project)	Plan																						
<b>Equipment</b>																							
TBD	Plan																						
<b>Training in Japan</b>																							
TBD	Plan																						
<b>In-country/Third country Training</b>																							
TBD	Plan																						
		2023				2024				2025				2026				2027				Responsible Organization	
		Actual																Japan	MLG				
<b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b>																							
1-1 MMPs are continuously monitored and reported at biannually throughout the project period.																							
1-1-1 Review the monitoring situation of each council.	Plan																						
	Actual																						
1-1-2 Refresh training(s) is held to monitor the MMP.	Plan																						
	Actual																						
1-2 Financial capacity of municipal councils is enhanced.																							
1-2-1 Gather and examine the information regarding existing financial situations of municipal councils to be shared.	Plan																						
	Actual																						
1-2-2 Identify and consult priority areas and challenges for financing the waste management services among stakeholders.	Plan																						
	Actual																						
1-2-3 Gather and examine the effectiveness of good examples and its mechanisms on garbage fee.	Plan																						
	Actual																						
1-2-4 Conduct seminars to share good examples and its mechanism on garbage fee.	Plan																						
	Actual																						
1-3 Capacity of Disaster Waste Management is enhanced.																							
1-3-1 Identify stakeholders of Disaster Waste Management.	Plan																						
	Actual																						
1-3-2 Examine existing relevant materials including guidelines and plans and its utilization.	Plan																						
	Actual																						
1-3-3 Identify target municipal councils.	Plan																						
	Actual																						
1-3-4 Based on 1-3-2 and 1-3-3, apply the knowledge and practices to the target municipal councils.	Plan																						
	Actual																						
<b>Output 2. Capacity of providing public services on waste management is enhanced.</b>																							
2-1 Waste collection and transportation in areas of priority is enhanced.																							
2-1-1 Gather and analyze the information regarding current collection coverage rates.	Plan																						
	Actual																						
2-1-2 Based on 2-1-1, conduct the consultation meetings to determine areas of priority (target municipal councils and its area).	Plan																						
	Actual																						
2-1-3 Create the implementation plans for the target municipal councils.	Plan																						
	Actual																						
2-1-4 Perform the activities in the implementation plan under 2-1-3 to extend collection coverage.	Plan																						
	Actual																						
2-2 Capacity of landfill management is strengthened.																							
2-2-1 Gather and analyze the information regarding current incoming waste recording mechanisms at municipal councils.	Plan																						
	Actual																						
2-2-2 Based on 2-2-1, identify target municipal councils to improve the recording capacity.	Plan																						
	Actual																						
2-2-3 Conduct the trainings/workshops to the target municipal councils.	Plan																						
	Actual																						
<b>Output 3. "3R+Return" System is promoted.</b>																							
3-1 Recycling activities are promoted through the collaboration between municipal councils and recycling partners.																							
3-1-1 Gather and analyse the good practice of recycling activities in Fiji.	Plan																						
	Actual																						
3-1-2 Share the good practices of recycling activities in Fiji among stakeholders.	Plan																						
	Actual																						
3-1-3 Identify and confirm pilot projects/activities to promote recycling through the collaboration between municipal councils.	Plan																						
	Actual																						
3-1-4 Implement pilot projects/activities are implemented.	Plan																						
	Actual																						
3-1-5 Compile lesson(s) learnt through implementing the pilot projects/activities.	Plan																						
	Actual																						
3-1-6 Conduct the workshop(s)/seminar(s) to share the lessons learnt.	Plan																						
	Actual																						
<b>Output 4. The knowledge and experiences in the region are shared.</b>																							
4-1 Each country presents annually on activities implemented, good practices and/or lessons learnt in the country and report to SPREP (e.g. in occasions of CPRT and SC meetings).	Plan																						
	Actual																						
4-2 Each country provides necessary information requested by SPREP for the development of the upcoming strategy (post CP2025).	Plan																						
	Actual																						
4-3 SPREP and Project Office accumulate and publish the good practices and lessons learnt.	Plan																						
	Actual																						
<b>Duration / Phasing</b>	Plan																						
	Actual																						
<b>Monitoring Plan</b>	Plan	2023				2024				2025				2026				2027				Remarks	
	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>Monitoring</b>																							
Joint Coordinating Committee	Plan																						
	Actual																						
Set-up the Detailed Plan of Operation	Plan																						
	Actual																						
Submission of Monitoring Sheet	Plan																						
	Actual																						
Monitoring Mission from Japan	Plan																						
	Actual																						
Joint Monitoring	Plan																						
	Actual																						
Post Monitoring	Plan																						
	Actual																						
<b>Reports/Documents</b>																							
Progress Report	Plan																						
	Actual																						
Project Completion Report	Plan																						
	Actual																						
<b>Public Relations</b>																							
	Plan																						
	Actual																						
	Plan																						
	Actual																						

## IMPLEMENTATION STRUCTURE

### (1) Counterpart to JICA Experts (hereinafter referred to as "C/P")

- Project Director  
Permanent Secretary, MLG will be responsible for the overall supervision of the Project as Project Director.
- Project Manager  
Director, Department of Local Government, MLG will be responsible for the implementation of the Project as Project Manager.
- C/P Personnel  
Municipal council officers, National Fire Authorities staffs and MLG staffs are assigned to each Output described in the PDM and will work closely with JICA experts.
- Other Stakeholders  
Ministry of Waterways and Environment, Ministry of Rural and Maritime (National Disaster Management Office), Pacific Recycling Foundation, Ministry of Economy, etc. are included as other stakeholders.

### (2) Joint Coordinating Committee (hereinafter referred to as "JCC")

A JCC meeting will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan;
- To review the progress of the Project;
- To suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary;
- To conduct the evaluation of the Project;
- To exchange views and opinions on major issues which would arise during the implementation period of the Project; and
- To discuss any other related issues.

### (3) Steering Committee

A Steering Committee Meeting will be held once a year in person in host country. Remote meetings are also acceptable if it is difficult to hold the meeting in person.

The Steering Committee of the Project is composed of the Chairperson, the Project Directors of each Project Member Country, a representative of Secretariat of

the Pacific Regional Environment Programme (hereinafter referred to as "SPREP"), JICA experts, a representative of the Government of Japan and a representative of JICA. The Chairperson can name new members or request the attendance of other participants, as necessary, upon mutual consent by Chairperson, JICA and SPREP, when necessary.

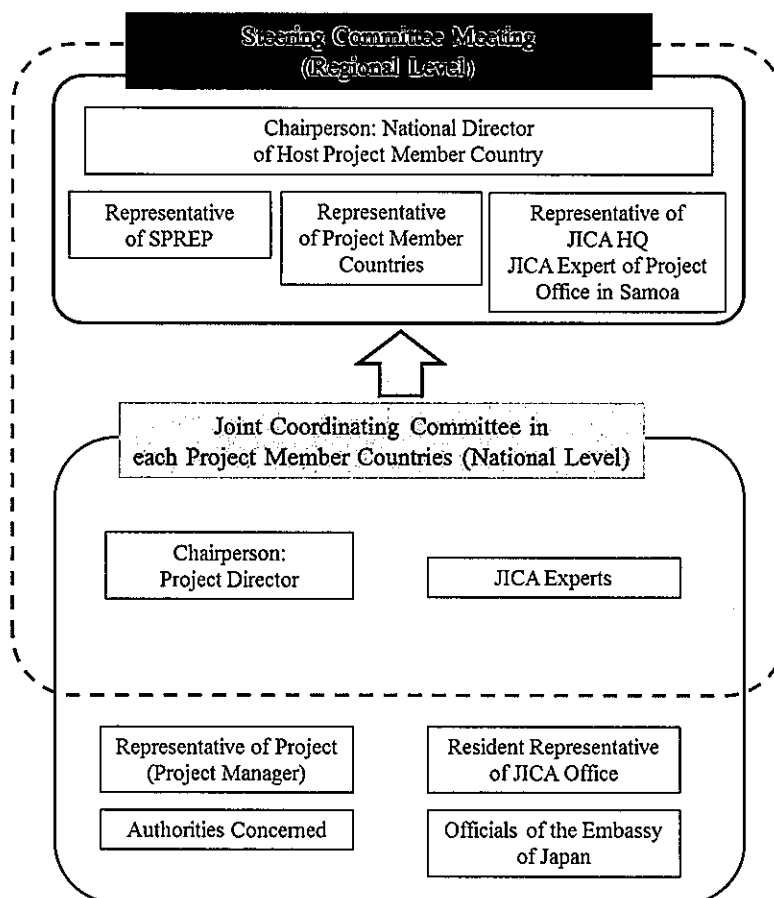
The Chairperson of the Steering Committee will be the Project Director of a host country. The role of the Chairperson is to expedite the proceedings of the Steering Committee Meetings with the assistance of the Project Office.

A member who will be unable to attend the Steering Committee Meeting should designate an official representative, through a written notice of representation submitted to the Project Office prior to the meeting. The official representative shall enjoy the same rights as a regular member.

All decisions of the Steering Committee will be made by the consensus of the members and official representatives present in the meeting.

The Steering Committee has the following functions:

- To formulate policies for the operation of the Project;
- To review the and approve the progress of the Region-wide Integrated PDM;
- To periodically review and evaluate on-going activities;
- To review and approve ideas for the realization of a self-reliant and self-sustaining Regional Network; and
- To perform other relevant functions that may be necessary to achieve the objectives of the Project.



Implementation Structure

#### (4) Project Office

The Project Office is established as a coordinating body at the SPREP headquarters in Vailima, Independent State of Samoa. The Project office will be composed of JICA Experts and a Project Coordinator assigned by SPREP.

The Project Office has the following functions:

- To prepare and submit an Annual Report of the Project to the Steering Committee;
- To coordinate, monitor and evaluate programs and activities of the Project;
- To assess and report on the accomplishments of the Project;
- To perform other functions as assigned by the Steering Committee from time to time.

**LIST OF PROPOSED MEMBERS OF JOINT COORDINATING COMMITTEE**

1. Chairperson

Project Director: Permanent Secretary, MLG

2. Project Management

Project Manager: Director, Department of Local Government, MLG

3. Members

<Fiji Side>

- Representative(s) of Department of Local Government, MLG
- Representative(s) of Municipal Councils
- Representative(s) of National Fire Authorities
- Representative(s) of Ministry of Waterways and Environment
- Other persons that Fiji side considers necessary

<Japanese Side>

- JICA Expert(s) of the Project
- Representative(s) of JICA Fiji Office
- Representative(s) of JICA Headquarters
- Official(s) of the Embassy of Japan as an observer
- Other persons that Japanese side considers necessary

Partner organizations will be asked for meeting whenever it is necessary upon discussion by both sides.

**MONITORING SHEET**

TO CR of JICA ●● OFFICE

## Project Monitoring Sheet

Project Title :Version of the Sheet: Ver.●● (Term: Month, Year - Month, Year)Name:Title: Project DirectorName:Title: Chief AdvisorSubmission Date:**I. Summary****1 Progress**

1-1 Progress of Inputs

1-2 Progress of Activities

1-3 Achievement of Output

1-4 Achievement of the Project Purpose

1-5 Changes of Risks and Actions for Mitigation

1-6 Progress of Actions undertaken by JICA

1-7 Progress of Actions undertaken by Gov. of ●●

1-8 Progress of Environmental and Social Considerations (if applicable)

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction, disability, disease infection, social system, human wellbeing, human right, and gender equality (if applicable)

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

**2 Delay of Work Schedule and/or Problems (if any)**

2-1 Detail

2-2 Cause

2-3 Action to be taken

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of●●,etc.)

**3 Modification of the Project Implementation Plan**

3-1 PO

3-2 Other modifications on detailed implementation plan

*(Remarks: The amendment of R/D, Project Description, and PDM (title of the project,*

*duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, input , and change of Environmental category) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D,Project Description, and PDM, the team may propose the draft.)*

**4 Current Activities of Gov. of xx to Secure Project Sustainability after its Completion**

**II. Project Monitoring Sheet I & II**     *as Attached*



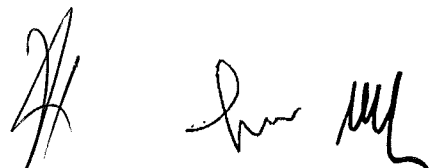
**MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
MINISTRY OF METEOROLOGY, ENERGY, INFORMATION, DISASTER  
MANAGEMENT, ENVIRONMENT AND CLIMATE CHANGE AND  
COMMUNICATION, AND WASTE AUTHORITY LIMITED  
OF THE GOVERNMENT OF THE KINGDOM OF TONGA  
ON  
PROJECT  
FOR  
PROMOTION OF REGIONAL INITIATIVE ON SOLID WASTE MANAGEMENT  
IN PACIFIC ISLAND COUNTRIES PHASE 3 (J-PRISM 3)**

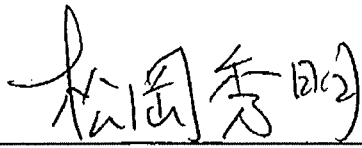
Japan International Cooperation Agency (hereinafter referred to as “JICA”) has formed the Detailed Planning Survey Team (hereinafter referred to as “the Team”) headed by Mr. Hideaki Matsuoka and conducted the remote survey from August to October 2022 for the purpose of formulation of technical cooperation, “Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM 3)” (hereinafter referred to as “the Project”).

During the survey, the Team exchanged its views and opinions and had a series of discussions with authorities concerned of The Kingdom of Tonga (hereinafter referred to as “Tonga side”) for the purpose of designing the Project.

As a result of the discussion, both the Team and the Tonga side agreed on the matters referred to in the document attached hereto. The parties acknowledge and agree that this Minutes of Meetings may be executed by electronic signature, which is considered as an original signature for all purposes and has the same force and effect as an original signature. “Electronic signature” includes faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via pdf) of an original signature.

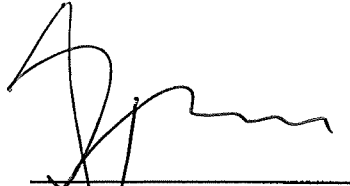
Nuku’alofa, October 12th, 2022





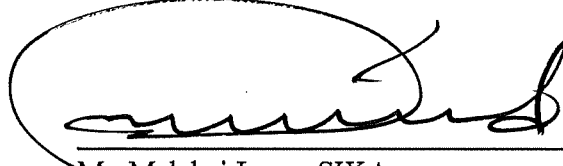
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Mr. Hideaki MATSUOKA  
Team Leader  
Detailed Planning Survey Team  
Japan International Cooperation Agency



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Mr. Paula Ma'u  
Chief Executive Officer  
Ministry of Meteorology, Energy,  
Information, Disaster Management,  
Environment and Climate Change and  
Communication  
The Kingdom of Tonga



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Mr. Malakai Lomu SIKA  
Chief Executive Officer  
Waste Authority Limited  
The Kingdom of Tonga

## ATTACHED DOCUMENT

The main points that had been discussed and agreed upon by both sides are summarized as follows:

### **1. Integration of Requests for Technical Cooperation**

As is the case with J-PRISM phases I and II, it is agreed by the Tonga side that the nine (9) bi-lateral requests from Pacific Island Countries (The Kingdom of Tonga, Palau, Federated State of Micronesia, Republic of the Marshall Islands, Papua New Guinea, Vanuatu, Solomon, Fiji and Samoa) for technical cooperation will be integrated into one (1) regional technical cooperation project in order to make the most of the limited available resources from Japan and to maximize overall outcomes through smooth and effective coordination of Project activities.

### **2. Draft Record of Discussions (R/D)**

Both sides agreed on the draft Record of Discussions (hereinafter referred to as "R/D") shown in Appendix I which stipulates the framework of the Project. Both sides also agreed that the draft R/D shall be finalized and signed by the representing officials of the JICA Tonga Office and the Tonga side after the approval of implementation of the Project by JICA Headquarters.

### **3. Project Design Matrix for Tonga (PDM)**

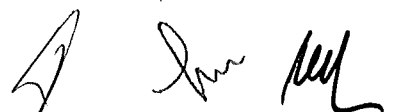
Both sides agreed on the tentative Project Design Matrix for Tonga (hereinafter referred to as "PDM") Version 0 shown in Annex 3 of the draft R/D and also agreed to use the PDM as a tool for monitoring, evaluation, and management of the Project. The PDM will be modified as needed at the project implementation stage after mutual consultations between JICA and the Tonga side.

### **4. Region-wide integrated PDM**

Both sides agreed on the tentative Region-wide integrated PDM that describes how all nine Project Member Countries contribute to the achievement of the outputs, project purpose and overall goal as a Region. The current Region-wide integrated PDM Version 0 shown in Annex 4 of the draft R/D. It contains the information from Tonga only and will be finalized once consultation with all Project Member Countries is completed.

### **5. Plan of Operation (PO)**

Both sides agreed on a tentative Plan of Operation (hereinafter referred to as



“PO”) Version 0 for the whole project period as shown in Annex 5 of the draft R/D. The activities of the Project are subject to change within the scope of the draft R/D as necessary during the project implementation.

## **6. Implementation Structure of the Project**

Both sides agreed on the following points for the Implementation Structure of the Project shown in Annex 6 of the draft R/D.

### **(1) Counterpart to JICA Experts (hereinafter referred to as “C/P”)**

- Project Director  
Chief Executive Officer (hereinafter referred to as “CEO”), Ministry of Meteorology, Energy, Information, Disaster Management, Environment and Climate Change and Communication (hereinafter referred to as “MEIDECC”) will be responsible for the overall supervision of the Project as Project Director.
- Project Manager  
CEO, Waste Authority Limited (hereinafter referred to as “WAL”), will be responsible for the implementation of the Project as Project Manager.
- Other C/P Personnel  
C/P personnel from MEIDECC and WAL are assigned to each Output described in the PDM and will work closely with JICA experts.

### **(2) Joint Coordinating Committee (hereinafter referred to as “JCC”)**

JCC will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan,
- To review the progress of the Project,
- To assess the appropriateness of the PDM and suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary,
- To conduct the evaluation of the Project,
- To exchange views and opinions on major issues which would arise during the implementation period of the Project, and
- To discuss any other related issues.

## **7. Signers of the R/D**

Both sides agreed that the signatory of the R/D of the Tonga side is CEO, MEIDECC and CEO, WAL.



## **8. Duration of the Project**

Both sides agreed that the duration of the Project is five (5) years from the date of arrival of the first Japanese expert(s) in one of the Project Member Countries or after the online kick-off meeting is held, whichever comes first unless otherwise agreed between both sides.

## **9. Measures to be Undertaken by the Tonga side**

The Team explained the measures to be taken by the Tonga side as stipulated in “IV. Undertakings of the Counterpart” in “Basic Principle of Technical Cooperation 2016” stated in the draft R/D, and the Tonga side agreed on it.

Appendix 1 Draft Record of Discussions



**RECORD OF DISCUSSIONS**

**FOR**

**PROJECT FOR PROMOTION OF REGIONAL INITIATIVE ON SOLID  
WASTE MANAGEMENT IN PACIFIC ISLAND COUNTRIES PHASE 3  
(J-PRISM 3)**

**AGREED UPON BETWEEN**

**THE AUTHORITIES CONCERNED**

**OF**

**THE KINGDOM OF TONGA**

**AND**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**Dated Month Day, Year**



Based on the minutes of meetings on the Detailed Planning Survey for the project, "Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)" (hereinafter referred to as "the Project") signed on the 12th of October 2022 between Ministry of Meteorology, Energy, Information, Disaster Management, Environment and Climate Change and Communication (hereinafter referred to as "MEIDECC") and Waste Authority Limited (hereinafter referred to as "WAL") of the the Kingdom of Tonga (hereinafter referred to as "the Counterpart") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with the Counterpart and relevant organizations to develop a detailed plan of the Project.

The purpose of this record of discussions (hereinafter referred to as "the R/D") is to establish a mutual agreement for its implementation by both parties and to agree on the detailed plan of the Project as described in the followings and the Annex1, 2, which will be implemented within the framework of the Note Verbales exchanged on 29 April 2022 between the Government of Japan and the Government of Tonga.

The Counterpart will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Kingdom of Tonga.

Both parties also agreed that the Project will be implemented in accordance with the "Basic Principles for Technical Cooperation" published in December 2016 (hereinafter referred to as "the BP"), unless other arrangements are agreed in the R/D.

The R/D is delivered at Nuku'alofa, Tonga as of the day and year first above written.  
The R/D may be amended by a minutes of meetings between both parties. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the R/D.



For  
JAPAN INTERNATIONAL  
COOPERATION AGENCY

For  
MINISTRY OF METEOROLOGY, ENERGY,  
INFORMATION, DISASTER MANAGEMENT,  
ENVIRONMENT AND CLIMATE CHANGE  
AND COMMUNICATION

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Mr. Hiroaki TAKASHIMA  
Resident Representative, JICA Tonga  
Office



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Mr. Paula Ma'u  
Chief Executive Officer

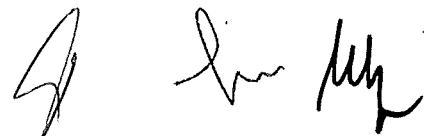
For  
WASTE AUTHORITY LIMITED



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Mr. Malakai Lomu SIKA  
Chief Executive Officer

- Annex 1 Project Description
- Annex 2 Main Points Discussed
- Annex 3 Project Design Matrix (PDM)
- Annex 4 Region-wide integrated PDM
- Annex 5 Plan of Operation (PO)
- Annex 6 Implementation Structure
- Annex 7 List of Proposed Members of Joint Coordinating Committee
- Annex 8 Monitoring Sheet





## PROJECT DESCRIPTION

(1) Title of the Project: Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)

(2) Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.

(3) Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.

(4) Duration of the Project: 5 years

(5) Implementing Agency: Ministry of Meteorology, Energy, Information, Disaster Management, Environment and Climate Change and Communication (MEIDECC) and Waste Authority Limited (WAL)

(6) Project Inputs

### Japanese Side

1. Dispatch of Experts
2. Trainings in Japan and/or other countries
3. Equipment and materials
  - (1) Necessary office equipment
  - (2) Other necessary equipment for Project activities
4. Local cost
  - Necessary costs for the project activities

### Tonga Side

1. Counterparts and administrative personnel
  - (1) Project Director
  - (2) Project Manager
  - (3) Project counterparts
2. Facilities, equipment and materials
  - Office space with necessary equipment
3. Local costs
  - (1) A part of operational expenses necessary for implementation of the project activities



(utility costs such as water and electricity, etc.)

(2) Personnel costs of Tonga side

(3) Domestic travel expenses of Tonga side

4. Necessary data and information for the Project implementation

(7) Environmental and Social Considerations (C)

(under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)')

Three handwritten signatures in black ink, located at the bottom right of the page. The signatures are stylized and appear to be initials or names.

**MAIN POINTS DISCUSSED**

1. Annex 3 to 8

Both parties agreed on the contents of Annex 3 to 8, which is categorized as references of the R/D. Both parties further agreed that the contents of Annex 3 to 8 may be modified by mutual confirmation such as determination of monitoring sheets or minutes of meetings usually after Joint Coordinating Committee.

2. Environmental and Social Considerations

With regard to the Section 10.1 of the BP, the Project is likely to have minimal adverse impact on the environment and society under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)'.

3. Gender Equality and Women's Empowerment

Both parties confirmed that activities to promote gender equality and women's empowerment should be duly practiced for the Project implementation. In particular, both parties agreed that the project will contribute to gender equality and women's empowerment by providing opportunity for training in country and overseas.

4. Climate Change

Both parties confirmed that this project may contribute to climate change mitigation through the reduction of solid waste disposed to the landfill.



**PROJECT DESIGN MATRIX (PDM)**

A handwritten signature in black ink, appearing to be 'A. J. ...' or similar, located in the bottom right corner of the page.

**Project Title:** Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)  
**Implementing Agency:** Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications **Target Group:** Government officials and waste management/recycling personnel (MEDECC), Waste Authority Limited (WAL)  
**Period of Project:** XXX 2023 – XXX 2028 (5 years) **Project Site:** Vava'u, Ha'apai, 'Eua, Niua


Ver. 0

Dated: 12 October, 2022

Narrative Summary	Means of Verification	Important Assumptions
<b>Objectively Verifiable Indicators</b> <b>Overall Goal:</b> Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region. <b>Indicator 1.</b> XX% of target recyclable waste is diverted from landfill through Tongan 3R+Return Model.	Report on waste collection and monitoring (through the Endline survey)	
<b>Project Purpose:</b> The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.	Annual report Report on waste collection and landfill improvement (through the Endline survey)	No major disaster happened during the project period.
<b>Indicator 1.</b> By the end of the Project, XX% of strategic actions in WAL's business plan is achieved. <b>Indicator 2.</b> By the end of the Project, Tongan SWM Service is extended by XX% in population-wise.		
<b>Narrative Summary</b> <b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
<b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b>		
1.1. By 202X, WAL's MBP is developed. 1.1.1. By the end of the Project, XX% of the key targets with close relation to J-PRISM3 in WAL's MBP plan is achieved.	Mid-term business plan (MBP)	
1.2. Feasibility of SWM service for Niua islands is examined. 1.2.1. By 202X, actual situation of SWM services in Niua islands is grasped. 1.2.2. By 202X, the issues and the solutions for providing SWM service in Niua islands are identified and shared among stakeholders.	Pre-feasibility study report	
<b>Output 2. Capacity of providing public services on waste management is enhanced.</b>		
2.1. WAL's capacity on implementation of sustainable landfill operation is strengthened in Tongan outer islands.	Operational plan Conceptual design	
<b>Output 3. "3R+Return" System is promoted.</b>	Pre-feasibility study report Action Plan	
3.1 Practical 3R+Return model in Tonga is identified.		
<b>Output 4. The knowledge and experiences in the region are shared.</b>	New strategy (post CP2025) Presentations and proceedings used in seminars and trainings in preparation of the upcoming strategy (post CP2025) Published materials	
4-1 By 2025, the upcoming strategy (post CP2025) is drafted in collaboration between each country and SPREP. 4-2 Good practices and lessons learnt become accessible to each country. (Ex: waste levying system and disaster waste management in Tonga)		

Activities	Japanese Side	Tongan Side	Important Assumptions
1-1-1 Review the existing MPB (Combine Utilities Business Plan 2018 - 2022). 1-1-2 Lay out the key elements of J-PRISM3 activities to be inserted WAL's MBP. 1-1-3 Develop WAL's MBP including the contents of 1-1-1. 1-1-4 Monitor the progress of WAL's MBP. 1-2-1 Conduct the desktop survey including population, maps, utility service coverage and so on. 1-2-2 Conduct the field survey. 1-2-3 Summarize the survey report. 1-2-4 Study the WAL's waste management service and decide the strategy and plan for Niua. 1-2-5 Conduct stakeholders meeting in Niua to discuss WAL's waste management service. 1-2-6 Develop the action plan to conclude the way forward. 1-2-7 The action plan is shared among stakeholders. (For Vava'u island) 2-1-1 Conduct the field survey of disposal site in Vava'u to identify the issues and challenges. 2-1-2 Create the appropriate operational plan of Kalaka. 2-1-3 Conduct the On the Job Training in adoption with appropriate operational plan of Kalaka if necessary. 2-1-4 Determine the concept to construct new landfill site. 2-1-5 Draw the conceptual design of new landfill site. 2-1-6 Submit the conceptual design to relevant organizations. (For Ha'apa and Eua Islands) 2-1-7 Conduct the field survey of disposal sites in Ha'apai and Eua to identify the issues and challenges. 2-1-8 Determine the concept to improve those disposal sites. 2-1-9 Draw the conceptual design to upgrade those disposal sites. 2-1-10 Submit the conceptual design to relevant organizations. 2-1-11 Conduct the Improvement On the Job Training in adoption with future upgrade. 3-1-1 Identify the stakeholders of 3R+Return model. 3-1-2 Understand the existing good example in Pacific island countries (ideally use container deposit handbook). 3-1-3 Conduct study visit to other countries in which container deposit scheme is in place. 3-1-4 Study optional models for 3R+Return model. 3-1-5 Discuss the optional models in stakeholders meeting to identify the Tongan model. 3-1-6 Based on 3-1-5, action plan is summarized. 4-1 Each country presents annually on activities implemented, good practices and/or lessons learnt in the country and report to SPREP. (e.g. in occasions of CPPT and SC meetings) 4-2 Each country provides necessary information requested by SPREP for the development of the upcoming strategy (post CP2025). 4-3 SPREP and Project Office accumulate and publish the good practices and lessons learnt.	Japanese Side 1. Dispatch of Experts 2. Trainings in Japan and/or other countries 3. Equipment and materials (1) Necessary office equipment (2) Other necessary equipment for Project activities 4. Local cost Necessary costs for the project activities	Tongan Side 1. Counterparts and administrative personnel (1) Project Director (2) Project Manager (3) Project counterparts 2. Facilities, equipment and materials Office space with necessary equipment 3. Local costs (1) Apart of operational expenses necessary for implementation of the project activities (utility costs such as water and electricity, etc.) (2) Personnel costs of Tonga side (3) Domestic travel expenses of Tonga side 4. Necessary data and information for the Project implementation	Important Assumptions Border restriction is not severely tightened due to pandemic diseases. Counterpart personnel keep working in the field of SWM. Budget for the project activities are allocated and disbursed timely from C/P. The country's economy is not further affected.
			Pre-Conditions

**REGION-WIDE INTEGRATED PDM**

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Version 0  
Date: 12 October, 2022

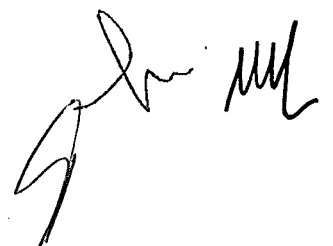
**Project Title:** Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)  
**Implementing Agency:** SPREP and 5 target countries  
**Target Group:** Government officials and waste/recycle personnel in 9 countries  
**Period of Project:** XXX 2023 – XXX 2028 (5 years)  
**Project Site:** Palau, FSM, RMI, PNG, Solomon, Vanuatu, Fiji, Tonga and Samoa

Narrative Summary	Indicators								
	Tonga	Palau	FSM	RMI	PNG	Solomon	Vanuatu	Fiji	Samoa
Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.									
Indicator 1. XXX% of target recyclable waste is diverted from landfill through Tongan 3R+Return Model.									
Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened. At least XXX lessons learned from the peer learning are utilized by each country's SWM and 3R+Return operations*.									
Indicator 1. By the end of the Project, XXX% of strategic actions in WAL's business plan is achieved. Indicator 2. By the end of the Project, Tongan SWM Service is extended by XXX% in population-wise.									
Narrative Summary									
Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.									
1.1.1. By 202X, WAL's MBP is developed. 1.1.2. By the end of the Project, XXX% of the key targets with close relation to J-PRISM3 in WAL's MBP plan is achieved. 1.2.1. By 202X, actual situation of SWM services in Niua islands is grasped. 1.2.2. By 202X, the issues and the solutions for providing SWM service in Niua islands are identified and shared among stakeholders.									
Output 2. Capacity of providing public services on waste management is enhanced.									
2.1.1. By 202X, appropriate operational plan is developed to extend the remaining useful life of the Kalaka landfill in Vavau. 2.1.2. By 202X, a conceptual design for a new landfill in Vavau is developed. 2.1.3. By 202X, conceptual designs for improvement of landfills in Fakaofo and Eua are developed.									
Output 3. "3R+Return" System is promoted.									
3.1.1. By 202X, options are identified to promote 3R+Return in Tonga including Combiter Deposit Legislation. 3.1.2. By 202X, action plan for implementation of 3R+Return in Tonga is developed through collaboration with recycling partners.									
Output 4. The knowledge and experiences in the region are shared.									
4.1. By 2025, the upcoming strategy (post CP2025) is defined in collaboration between each country and SPREP. 4.2. Good practices and lessons learned become accessible to each country. (For waste levying system and disaster waste management in Tonga)									

(\*) To count the number of lessons learnt by each country's SWM and 3R+Return operations, the following procedure needs to be considered.  
 1) Identify areas of work in which the country is capable of providing support to other PIC countries (topic for the 1st year annual report).  
 2) Identify areas of work in which the country seeks to learn from other PICs (e.g. working with private sectors, establishing a recycling center, landfill improvement).  
 3) Identify a mentor PIC(s) for exchange and peer learning on identified areas of work through the support of SPREP if necessary.  
 4) Initiate a bilateral/multilateral dialogue with the mentor PIC(s) through the support of SPREP if necessary.  
 5) Adopt acquired knowledge and lessons learned in the country's context.



**PLAN OF OPERATION (PO)**

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Plan of Operation

Ver. 0

Dated: 12 October, 2022

Project Title: Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries 3 (J-PRISM 3)

Inputs			2023				2024				2025				2026				2027				Remarks	
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
<b>Expert</b>																								
Waste management (Final Disposal)	Plan																							
Waste management (Public Service)	Plan																							
Waste management (3R+Return)	Plan																							
<b>Equipment</b>																								
NONE	Plan																							
<b>Training In Japan</b>																								
TBD	Plan																							
<b>In-country/Third country Training</b>																								
TBD	Plan																							
				2023				2024				2025				2026				2027				Responsible Organization
				I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan
<b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b> 1.1 WAL's mid-term business plan (MBP) is properly implemented. 1-1-1 Review the existing MPB (Combine Utikies Business Plan 2018 - 2022). 1-1-2 Lay out the key elements of J-PRISM3 activities to be inserted WAL's MBP. 1-1-3 Develop WAL's MBP including the contents of 1-1-1. 1-1-4 Monitor the progress of WAL's MBP. 1.2 Feasibility of SWM service for Niua Islands is examined. 1-2-1 Conduct the desktop survey including population, maps, utility service coverage and so on. 1-2-2 Conduct the field survey. 1-2-3 Summarize the survey report. 1-2-4 Study the WAL's waste management service and decide the strategy and plan for Niua. 1-2-5 Conduct stakeholders meeting in Niua to discuss WAL's waste management service. 1-2-6 Develop the action plan to conclude the way forward. 1-2-7 The action plan is shared among stakeholders.																								
<b>Output 2. Capacity of providing public services on waste management is enhanced.</b> 2.1. WAL's capacity on implementation of sustainable landfill operation is strengthened in Tongan outer Islands. (For Vavau Island) 2-1-1 Conduct the field survey of disposal site in Vavau to identify the issues and challenges. 2-1-2 Create the appropriate operational plan of Kalaka. 2-1-3 Conduct the On the Job Training in adoption with appropriate operational plan of Kalaka if necessary. 2-1-4 Determine the concept to construct new landfill site. 2-1-5 Draw the conceptual design of new landfill site. 2-1-6 Submit the conceptual design to relevant organizations. (For Ha'apai and Eua Islands) 2-1-7 Conduct the field survey of disposal sites in Ha'apai and Eua to identify the issues and challenges. 2-1-8 Determine the concept to improve these disposal sites. 2-1-9 Draw the conceptual design to upgrade these disposal sites. 2-1-10 Submit the conceptual design to relevant organizations. 2-1-11 Conduct the improvement On the Job Training in adoption with future upgrade.																								
<b>Output 3. "3R+Return" System is promoted.</b> 3.1 Practical 3R+Return model in Tonga is identified. 3-1-1 Identify the stakeholders of 3R+Return model. 3-1-2 Understand the existing good example in Pacific Island countries (Ideally use container deposit handbook). 3-1-3 Conduct study visit to other countries in which container deposit scheme is in place. 3-1-4 Study optional models for 3R+Return model. 3-1-5 Discuss the optional models in stakeholders meeting to identify the Tongan model. 3-1-6 Based on 3-1-5, action plan is summarized.																								
<b>Output 4. The knowledge and experiences in the region are shared.</b> 4-1 Each country presents annually on activities implemented, good practices and/or lessons learnt in the country and report to SPREP, (e.g. in occasions of CPRT and SC meetings) 4-2 Each country provides necessary information requested by SPREP for the development of the upcoming strategy (post CP2025). 4-3 SPREP and Project Office accumulate and publish the good practices and lessons learnt.																								
<b>Duration / Phasing</b>		Plan																						
		Actual																						
<b>Monitoring Plan</b>				2023				2024				2025				2026				2027				Remarks
				I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>Monitoring</b>																								
Joint Coordinating Committee	Plan																							
Set-up the Detailed Plan of Operation	Plan																							
Submission of Monitoring Sheet	Plan																							
Monitoring Mission from Japan	Plan																							
Joint Monitoring	Plan																							
Post Monitoring	Plan																							
<b>Reports/Documents</b>																								
Progress Report	Plan																							
Project Completion Report	Plan																							
<b>Public Relations</b>																								
	Plan																							
	Actual																							

## IMPLEMENTATION STRUCTURE

(1) Counterpart to JICA Experts (hereinafter referred to as "C/P")

- Project Director  
CEO of MEIDECC will be responsible for the overall supervision of the Project as Project Director.
- Project Manager  
CEO of WAL will be responsible for the implementation of the Project as Project Manager.
- Other C/P Personnel  
C/P personnel from MEIDECC and WAL are assigned to each Output described in the PDM and will work closely with JICA experts.

(2) Joint Coordinating Committee (hereinafter referred to as "JCC")

A JCC meeting will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan;
- To review the progress of the Project;
- To suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary;
- To conduct the evaluation of the Project;
- To exchange views and opinions on major issues which would arise during the implementation period of the Project; and
- To discuss any other related issues.

(3) Steering Committee

A Steering Committee Meeting will be held once a year in person in host country. Remote meetings are also acceptable if it is difficult to hold the meeting in person.

The Steering Committee of the Project is composed of the Chairperson, the Project Directors of each Project Member Country, a representative of Secretariat of the Pacific Regional Environment Programme (hereinafter referred to as "SPREP"), JICA experts, a representative of the Government of Japan and a representative of JICA. The Chairperson can name new members or request the attendance of other participants, as necessary, upon mutual consent by Chairperson, JICA and SPREP, when necessary.

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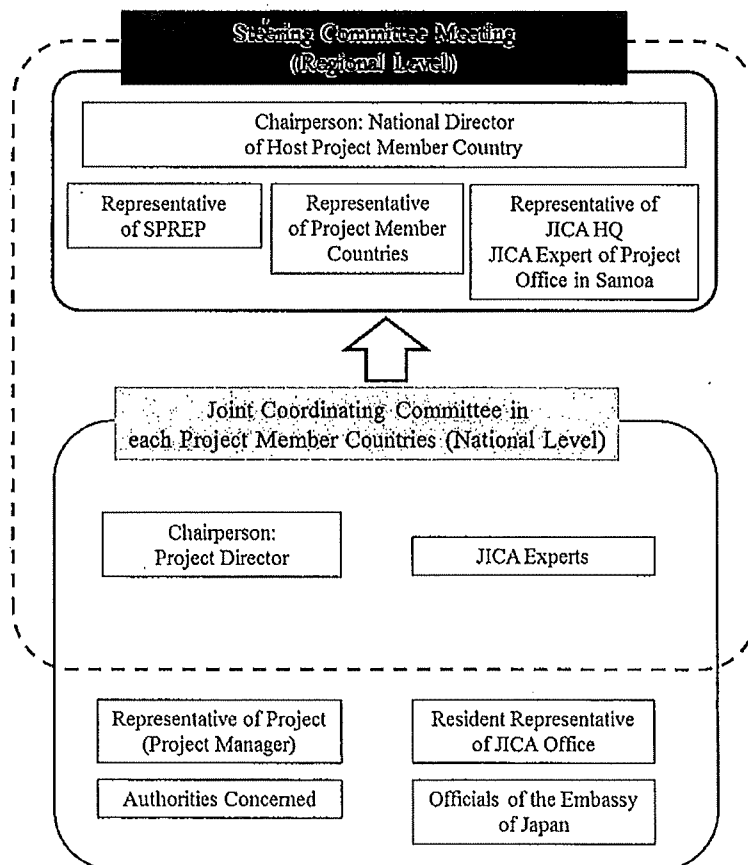
The Chairperson of the Steering Committee will be the Project Director of a host country. The role of the Chairperson is to expedite the proceedings of the Steering Committee Meetings with the assistance of the Project Office.

A member who will be unable to attend the Steering Committee Meeting should designate an official representative, through a written notice of representation submitted to the Project Office prior to the meeting. The official representative shall enjoy the same rights as a regular member.

All decisions of the Steering Committee will be made by the consensus of the members and official representatives present in the meeting.

The Steering Committee has the following functions:

- To formulate policies for the operation of the Project;
- To review the and approve the progress of the Region-wide Integrated PDM;
- To periodically review and evaluate on-going activities;
- To review and approve ideas for the realization of a self-reliant and self-sustaining Regional Network; and
- To perform other relevant functions that may be necessary to achieve the objectives of the Project.



Implementation Structure

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(4) Project Office

The Project Office is established as a coordinating body at the SPREP headquarters in Vailima, Independent State of Samoa. The Project office will be composed of JICA Experts and a Project Coordinator assigned by SPREP.

The Project Office has the following functions:

- To prepare and submit an Annual Report of the Project to the Steering Committee;
- To coordinate, monitor and evaluate programs and activities of the Project;
- To assess and report on the accomplishments of the Project;
- To perform other functions as assigned by the Steering Committee from time to time.

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**LIST OF PROPOSED MEMBERS OF JOINT COORDINATING COMMITTEE**

1. Chairperson

Project Director: CEO, MEIDECC

2. Project Management

Project Manager: CEO, WAL

3. Members

<Tonga Side>

- Representative(s) of MEIDECC
- Representative(s) of WAL
- Representative(s) of Ministry of Health
- Other persons that Tonga side considers necessary

<Japanese Side>

- JICA Expert(s) of the Project
- Representative(s) of JICA Tonga Office
- Representative(s) of JICA Headquarters
- Official(s) of the Embassy of Japan as an observer
- Other persons that Japanese side considers necessary

Partner organizations will be asked for meeting whenever it is necessary upon discussion by both sides.

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**MONITORING SHEET**

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TO CR of JICA ●● OFFICE

### Project Monitoring Sheet

Project Title : \_\_\_\_\_

Version of the Sheet: Ver.●● (Term: Month, Year - Month, Year) \_\_\_\_\_

Name: \_\_\_\_\_

Title: Project Director \_\_\_\_\_

Name: \_\_\_\_\_

Title: Chief Advisor \_\_\_\_\_

Submission Date: \_\_\_\_\_

#### I. Summary

##### 1 Progress

1-1 Progress of Inputs

1-2 Progress of Activities

1-3 Achievement of Output

1-4 Achievement of the Project Purpose

1-5 Changes of Risks and Actions for Mitigation

1-6 Progress of Actions undertaken by JICA

1-7 Progress of Actions undertaken by Gov. of ●●

1-8 Progress of Environmental and Social Considerations (if applicable)

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction, disability, disease infection, social system, human wellbeing, human right, and gender equality (if applicable)

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

##### 2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

2-2 Cause

2-3 Action to be taken

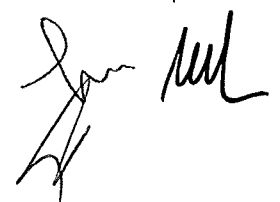
2-4 Roles of Responsible Persons/Organization (JICA, Gov. of●●,etc.)

##### 3 Modification of the Project Implementation Plan

3-1 PO

3-2 Other modifications on detailed implementation plan

*(Remarks: The amendment of R/D, Project Description, and PDM (title of the project,*





*duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, input , and change of Environmental category) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D,Project Description, and PDM, the team may propose the draft.)*

**4 Current Activities of Gov. of xx to Secure Project Sustainability after its Completion**

**II. Project Monitoring Sheet I & II** as Attached

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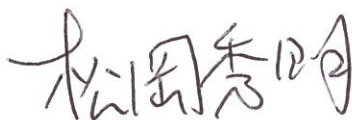
**MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT  
OF THE INDEPENDENT STATE OF SAMOA  
ON  
PROJECT  
FOR  
PROMOTION OF REGIONAL INITIATIVE ON SOLID WASTE MANAGEMENT  
IN PACIFIC ISLAND COUNTRIES PHASE 3 (J-PRISM 3)**

Japan International Cooperation Agency (hereinafter referred to as “JICA”) has formed the Detailed Planning Survey Team (hereinafter referred to as “the Team”) headed by Mr. Hideaki Matsuoka and conducted the survey from 12 to 16 September 2022 for the purpose of formulation of technical cooperation, “Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM 3)” (hereinafter referred to as “the Project”).

During the survey, the Team exchanged its views and opinions and had a series of discussions with authorities concerned of the Independent State of Samoa (hereinafter referred to as “Samoa side”) for the purpose of designing the Project.

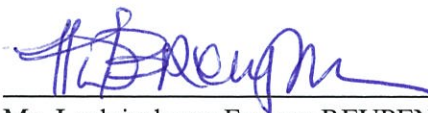
As a result of the discussion, both the Team and the Samoa side agreed on the matters referred to in the document attached hereto.

Apia, September 16, 2022



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Mr. Hideaki MATSUOKA  
Team Leader  
Detailed Planning Survey Team  
Japan International Cooperation Agency



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Ms. Lealaisalanoa Frances REUPENA  
Chief Executive Officer  
Ministry of Natural Resources and  
Environment  
Independent State of Samoa

## ATTACHED DOCUMENT

The main points that had been discussed and agreed upon by both sides are summarized as follows:

### **1. Integration of Requests for Technical Cooperation**

As is the case with J-PRISM phases I and II, it is agreed by the Samoan side that the nine (9) bi-lateral requests from Pacific Island Countries (The Independent State of Samoa, Palau, Federated State of Micronesia, Republic of the Marshall Islands, Papua New Guinea, Solomon, Vanuatu, Fiji and Tonga) for technical cooperation will be integrated into one (1) regional technical cooperation project in order to make the most of the limited available resources from Japan and to maximize overall outcomes through smooth and effective coordination of Project activities.

### **2. Draft Record of Discussions (R/D)**

Both sides agreed on the draft Record of Discussions (hereinafter referred to as "R/D") shown in Appendix I which stipulates the framework of the Project. Both sides also agreed that the draft R/D shall be finalized and signed by the representing officials of the JICA Samoa Office and the Samoa side after the approval of implementation of the Project by JICA Headquarters.

### **3. Project Design Matrix for Samoa (PDM)**



Both sides agreed on the tentative Project Design Matrix for Samoa (hereinafter referred to as "PDM") Version 0 shown in Annex 3 of the draft R/D and also agreed to use the PDM as a tool for monitoring, evaluation, and management of the Project. The PDM will be modified as needed at the project implementation stage after mutual consultations between JICA and the Samoan side.

### **4. Region-wide integrated PDM**

Both sides agreed on the tentative Region-wide integrated PDM that describes how all nine Project Member Countries contribute to the achievement of the outputs, project purpose and overall goal as a Region. The current Region-wide integrated PDM Version 0 shown in Annex 4 of the draft R/D. It contains the information from Samoa only and will be finalized once consultation with all Project Member Countries is completed.

### **5. Plan of Operation (PO)**

Both sides agreed on a tentative Plan of Operation (hereinafter referred to as

“PO”) Version 0 for the whole project period as shown in Annex 5 of the draft R/D. The activities of the Project are subject to change within the scope of the draft R/D as necessary during the project implementation.

## **6. Implementation Structure of the Project**

Both sides agreed on the following points for the Implementation Structure of the Project shown in Annex 6 of the draft R/D.

### **(1) Counterpart to JICA Experts (hereinafter referred to as “C/P”)**

- Project Director  
CEO, MNRE will be responsible for the overall supervision of the Project as Project Director.
- Project Manager  
Assistant CEO, Division of Environment and Conservation, MNRE will be responsible for the implementation of the Project as Project Manager.
- Other C/P Personnel  
C/P personnel from MNRE is assigned to each Output described in the PDM and will work closely with JICA experts.
- Other Stakeholders  
Other government agencies, Samoa Recycling and Waste Management Association (SRWMA), Private recycling companies, and other NGOs, etc. are included as other stakeholders.

### **(2) Joint Coordinating Committee (hereinafter referred to as “JCC”)**

JCC will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan,
- To review the progress of the Project,
- To assess the appropriateness of the PDM and suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary,
- To conduct the evaluation of the Project,
- To exchange views and opinions on major issues which would arise during the implementation period of the Project, and
- To discuss any other related issues.

## **7. Signers of the R/D**

Both sides agreed that the signatory of the R/D of the Samoan side is CEO of



MNRE.

#### **8. Duration of the Project**

Both sides agreed that the duration of the Project is five (5) years from the date of arrival of the first Japanese expert(s) in one of the Project Member Countries or after the online kick-off meeting is held, whichever comes first unless otherwise agreed between both sides.

#### **9. Measures to be Undertaken by the Samoa side**

The Team explained the measures to be taken by the Samoa side as stipulated in “IV. Undertakings of the Counterpart” in “Basic Principle of Technical Cooperation 2016” stated in the draft R/D, and the Samoa side agreed on it.

(End of document)

Appendix 1 Draft Record of Discussion



**RECORD OF DISCUSSIONS**

**FOR**

**PROJECT FOR PROMOTION OF REGIONAL INITIATIVE ON SOLID  
WASTE MANAGEMENT IN PACIFIC ISLAND COUNTRIES PHASE 3  
(J-PRISM 3)**

**AGREED UPON BETWEEN**

**THE AUTHORITIES CONCERNED**

**OF**

**THE INDEPENDENT STATE OF SAMOA**

**AND**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**Dated Month Day, Year**



Based on the minutes of meetings on the Detailed Planning Survey for the project, “Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)” (hereinafter referred to as “the Project”) signed on the 16<sup>th</sup> of September 2022 between the Ministry of Natural Resources and Environment (MNRE) of the Independent State of Samoa (hereinafter referred to as “the Counterpart”) and the Japan International Cooperation Agency (hereinafter referred to as “JICA”), JICA held a series of discussions with the Counterpart and relevant organizations to develop a detailed plan of the Project.

The purpose of this record of discussions (hereinafter referred to as “the R/D”) is to establish a mutual agreement for its implementation by both parties and to agree on the detailed plan of the Project as described in the followings and the Annex1, 2, which will be implemented within the framework of the Note Verbale exchanged on XX XX 2022 between the Government of Japan and the Government of Samoa.

The Counterpart will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Independent State of Samoa.

Both parties also agreed that the Project will be implemented in accordance with the “Basic Principles for Technical Cooperation” published in December 2016 (hereinafter referred to as “the BP”), unless other arrangements are agreed in the R/D.

The R/D is delivered at Apia, Samoa as of the day and year first above written.

The R/D may be amended by a minutes of meetings between both parties. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the R/D.

For  
JAPAN INTERNATIONAL  
COOPERATION AGENCY

For  
MINISTRY OF NATURAL RESOURCES AND  
ENVIRONMRNT

---

Ms. Yumiko ASAKUMA  
Resident Representative, JICA Samoa  
Office

---

Ms. Lealaisalanoa Frances REUPENA  
CEO of Ministry of Natural Resources and  
Environment



- Annex 1 Project Description
- Annex 2 Main Points Discussed
- Annex 3 Project Design Matrix (PDM)
- Annex 4 Region-wide integrated PDM
- Annex 5 Plan of Operation (PO)
- Annex 6 Implementation Structure
- Annex 7 List of Proposed Members of Joint Coordinating Committee
- Annex 8 Monitoring Sheet



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## PROJECT DESCRIPTION

(1) Title of the Project: Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM3)

(2) Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.

(3) Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.

(4) Duration of the Project: 5 years

(5) Implementing Agency: Division of Environment and Conservation, Ministry of Natural Resources and Environment

(6) Project Inputs

### Japanese Side

1. Dispatch of Experts
2. Trainings in Japan and/or other countries
3. Equipment and materials
  - (1) Necessary office equipment
  - (2) Other necessary equipment for Project activities
4. Local cost
  - Necessary costs for the project activities

### Samoa Side

1. Counterparts and administrative personnel
  - (1) Project Director
  - (2) Project Manager
  - (3) Project counterparts
2. Facilities, equipment and materials
  - Office space with necessary equipment
3. Local costs
  - (1) A part of operational expenses necessary for implementation of the project activities



(utility costs such as water and electricity, etc.)

(2) Personnel costs of Samoan side

(3) Domestic travel expenses of Samoan side

4. Necessary data and information for the Project implementation

(7) Environmental and Social Considerations (C)

(under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)')



*fu*

*TKR*

**MAIN POINTS DISCUSSED**

1. Annex 3 to 8

Both parties agreed on the contents of Annex 3 to 8, which is categorized as references of the R/D. Both parties further agreed that the contents of Annex 3 to 8 may be modified by mutual confirmation such as determination of monitoring sheets or minutes of meetings usually after Joint Coordinating Committee.

2. Environmental and Social Considerations

With regard to the Section 10.1 of the BP, the Project is likely to have minimal adverse impact on the environment and society under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)'.

3. Gender Equality and Women's Empowerment

Both parties confirmed that activities to promote gender equality and women's empowerment should be duly practiced for the Project implementation. In particular, both parties agreed that the Project will contribute to gender equality and women's empowerment by providing opportunity for training in country and overseas.

4. Climate Change

Both parties confirmed that the Project may contribute to climate change mitigation through the reduction of solid waste disposed to the landfill.



**PROJECT DESIGN MATRIX (PDM)**



*[Handwritten signature]*

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Narrative Summary	Means of Verification	Important Assumptions
<p><b>Objectively Verifiable Indicators</b></p> <p><b>Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.</b></p> <p>Indicator 1. By 2031, XX% of Integrated National Waste Management Strategy/Plan (INWMS) is implemented as planned.</p> <p>Indicator 2. By 2031, XX% of waste management expenditure is covered by the revenue from user pay system.</p> <p><b>Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.</b></p> <p>Indicator 1. By the end of the project, the progress of the new INWMS is monitored and reported annually.</p> <p>Indicator 2. By the end of the project, XX% of the indicators of the new INWMS is achieved.</p> <p>Indicator 3. By the end of the project, the user pay system is in place.</p> <p>Indicator 4. In case of disasters, response actions are taken in accordance with the Disaster Waste Management Response Plan (DWMRP).</p>	<p>Annual Report of MNRE                      Statistics and Financial Report of XXX</p> <p>Annual Progress Report of INWMS                      Project Reports                      Annual Reports of MNRE</p>	
<p><b>Narrative Summary</b></p> <p><b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b></p> <p>1-1 The new INWMS is developed.</p> <p>1-2 Draft regulations for user pay system are submitted to the Cabinet for approval.</p> <p>1-3 Preparatory measures are taken based on the DWMRP.</p> <p><b>Output 2. Capacity of providing public services on waste management is enhanced.</b></p> <p>2-1 The capacity of landfill data management is enhanced.</p> <p><b>Output 3. "3R+Return" System is promoted.</b></p> <p>3-1 Coordination capacity of MNRE is strengthened.</p> <p>3-2 Practical "Recycle" and "Return" model of plastic is examined through the pilot project with SRWMA.</p> <p><b>Output 4. The knowledge and experiences in the region are shared.</b></p>	<p><b>Objectively Verifiable Indicators</b></p> <p>1-1-1 By 2024, the new version of the INWMS is developed. (Solid management component is targeted.)</p> <p>1-2-1 By 2024, the regulations for user pay system are drafted.</p> <p>1-2-2 By 2024, the draft regulations for user pay system are submitted to the Cabinet for approval.</p> <p>1-3-1 DWMRP is well-understood by the stakeholders.</p> <p>2-1-1 Data of incoming waste is landfills is regularly reported according to the developed forms.</p> <p>3-1-1 By 2024, networking meetings with stakeholders of recycling are held at least twice a year.</p> <p>3-1-2 The data and information regarding recyclable materials is recorded and submitted annually to MNRE.</p> <p>3-2-1 Financial viability of the products produced by the pilot project is assessed.</p> <p>3-2-2 By 2024, XX saleable products are produced with recycling plastic.</p> <p>4-1 By 2025, the upcoming strategy (post CP2025) is drafted in collaboration between each country and SPREP.</p> <p>4-2 Good practices and lessons learnt become accessible to each country.</p>	<p><b>Important Assumptions</b></p> <p>No major disaster happened during the project period.</p> <p>Waste management remains as one of the most important priorities in the Samoan Government and sufficient budget is allocated to maintain the services.</p> <p>The cabinet approves the new INWMS.</p> <p>The cabinet approves the regulations for user pay system.</p>

Activities	Input	Important Assumptions
<p>1-1-1 Review the progress/result of current INWMS.</p> <p>1-1-2 Conduct the steering committee meetings to share the review and challenges for next INWMS.</p> <p>1-1-3 Conduct a baseline survey as needed.</p> <p>1-1-4 Prepare a framework of the next INWMS</p> <p>1-1-5 Conduct public consultation meetings.</p> <p>1-1-6 Draft the next INWMS.</p> <p>1-1-7 Conduct the steering committee meeting to finalize the draft</p> <p>1-2-1 Conduct public consultation based on the discussion at the last user-pay steering committee meeting held under J-PRISM2.</p> <p>1-2-2 Consider the options and system including cost-benefit analysis based on the public consultation.</p> <p>1-2-3 Draft the regulations.</p> <p>1-2-4 Discuss the draft regulations on steering committee meetings</p> <p>1-2-5 Conduct the public consultation to finalize the draft.</p> <p>1-2-6 Finalize the draft to submit the cabinet.</p> <p>1-3-1 Identify the stakeholders.</p> <p>1-3-2 Design the training program(s)</p> <p>1-3-3 Create training materials.</p> <p>1-3-4 Conduct trainings/workshops</p> <p>2-1-1 Understand current data management situation</p> <p>2-1-2 Improve the waste measurement system.</p> <p>2-1-3 Develop the format of data management.</p> <p>2-1-4 Record the incoming waste to landfills in accordance with the format.</p> <p>2-1-5 Share the record from the landfill site(s) to the office in accordance with the format.</p> <p>2-1-6 Summarize the report.</p> <p>3-1-1 Identify the stakeholders to be in the networking meetings.</p> <p>3-1-2 Conduct the first networking meeting to discuss the purpose of the meeting and way forward</p> <p>3-1-3 Examine the conditions and functions of networking meeting</p> <p>3-1-4 Set the networking meeting as the formal platform.</p> <p>3-1-5 Conduct the networking meetings periodically.</p> <p>3-2-1 Review the outcomes of the pilot project conducted under J-PRISM2.</p> <p>3-2-2 Based on 3-2-1, create the plan of the pilot project</p> <p>3-2-3 Implement the pilot project.</p> <p>3-2-4 Evaluate the results of the pilot project.</p> <p>4-1 Each country presents annually on activities implemented, good practices and/or lessons learnt in the country and report to SPREP. (e.g. in occasions of CPRT and SC meetings)</p> <p>4-2 Each country provides necessary information requested by SPREP for the development of the upcoming strategy (post CP2025)</p> <p>4-3 SPREP and Project Office accumulate and publish the good practices and lessons learnt.</p> <p>* Steering committee: The committee for the INWMS in this FDM.</p>	<p><b>Japanese Side</b></p> <p>1. Dispatch of Experts</p> <p>2. Trainings in Japan and/or other countries</p> <p>3. Equipment and materials</p> <p>(1) Necessary office equipment</p> <p>(2) Other necessary equipment for Project activities</p> <p>3. Local cost</p> <p>Necessary costs for the project activities</p>	<p><b>Samoa Side</b></p> <p>1. Counterparts and administrative personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(3) Project counterparts</p> <p>2. Facilities, equipment and materials</p> <p>Office space with necessary equipment</p> <p>3. Local costs</p> <p>(1) A part of operational expenses necessary for implementation of the project activities (utility costs such as water and electricity, etc)</p> <p>(2) Personnel costs of Samoa side</p> <p>(3) Domestic travel expenses of Samoa side</p> <p>4. Necessary data and information for the Project implementation</p>
		<p>Waste Management remains SPREP's priority</p> <p>Border restriction is not severely lightened due to pandemic diseases</p> <p>Counterpart personnel does not change radically.</p> <p>Budget for the project activities are allocated and disbursed timely from CP.</p> <p><b>Pre-Conditions</b></p>

Appendix 1

**Annex 4**

**REGION-WIDE INTEGRATED PDM**



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**Region-wide Integrated Project Design Matrix (PDM)**

**Project Title:** Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries Phase 3 (J-PRISM 3)

**Implementing Agency(\*):** SPREP and 9 target countries Target Group: Government officials and waste/recycle workers in 9 countries

**Period of Project(\*):** XXX 2023 – XXX 2028 (5 years) **Project Site:** Palau, FSM, RMI, PNG, Solomon, Vanuatu, Fiji, Tonga and Samoa

Overall Goal: Basic framework and necessary measures towards sound material cycle society through 3R+Return are in place in the Pacific region.							
Indicator 1. By 2031, XX% of Integrated National Waste Management Strategy/plan (INWMS) is implemented as planned.							
Indicator 2. By 2031, XX% of waste management expenditure is covered by the revenue from user pay system.							
<b>Project Purpose: The mechanism for self-sustaining solid waste management and 3R+Return is strengthened.</b>							
At least XX lessons learned from the peer learning are utilized by each country's SWM and 3R+Return operations*.							
Indicator 1. By the end of the project, the progress of the new INWMS is monitored and reported annually.							
Indicator 2. By the end of the project, XX% of the indicators of the new INWMS is achieved.							
Indicator 3. By the end of the project, the user pay system is in place.							
Indicator 4. In case of disasters, response actions are taken in accordance with the Disaster Waste Management Response Plan (DWMRP).							
<b>Narrative Summary</b>							
<b>Indicators</b>							
Palau	FSM	RMI	PNG	Solomon	Vanuatu	Fiji	Tonga Samoa
<b>Output 1. Organizational, institutional and financial capacities on solid waste management are enhanced/improved.</b>							
1-1-1 By 202x, the new version of the INWMS is developed. (Solid management component is targeted.)							
1-2-1 By 202x, the regulations for user pay system are drafted.							
1-2-2 By 202x, the draft regulations for user pay system are submitted to the Cabinet for approval.							
1-3-1 DWMRP is well-understood by the stakeholders.							
<b>Output 2. Capacity of providing public services on waste management is enhanced.</b>							
2-1-1 Data of incoming waste to landfills is regularly reported according to the developed forms.							
<b>Output 3. "3R+Return" System is promoted.</b>							
3-1-1 By 202x, networking meetings with stakeholders of recycling are held at least twice a year.							
3-1-2 The data and information regarding recyclable materials is recorded and submitted annually to MNRE.							
3-2-1 Financial viability of the products produced by the pilot project is assessed.							
<b>Output 4. The knowledge and experiences in the region are shared.</b>							
4-1 By 2025, the upcoming strategy (post CP2025) is drafted in collaboration between each country and SPREP.							
4-2 Good practices and lessons learnt become accessible to each country.							

(\*)NE

To count the number of lessons learnt by each country's SWM and 3R+Return operations, the following procedure needs to be considered.

- 1) Identify areas of work in which the country is capable of providing support to other PIC countries (topic for the 1st year annual report).
- 2) Identify areas of work in which the country seeks to learn from other PIC(s) (e.g. working with private sectors, establishing a recycling center, landfill closure, landfill improvement).
- 3) Identify a mentor PIC(s) for exchange and peer learning on identified areas of work through the support of SPREP if necessary.
- 4) Initiate a bilateral/multi-lateral dialogue with the mentor PIC(s) through the support of SPREP if necessary.
- 5) Adapt acquired knowledge and lessons learned in the country's context.



**PLAN OF OPERATION (PO)**



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## IMPLEMENTATION STRUCTURE

### (1) Counterpart to JICA Experts (hereinafter referred to as "C/P")

- Project Director  
CEO, MNRE will be responsible for the overall supervision of the Project as Project Director.
- Project Manager  
Assistant CEO, Division of Environment and Conservation, MNRE will be responsible for the implementation of the Project as Project Manager.
- Other C/P Personnel  
C/P personnel from MNRE are assigned to each Output described in the PDM and will work closely with JICA experts.
- Other Stakeholders  
Other government agencies, Samoa Recycling and Waste Management Association (SRWMA), Private recycling companies, and other NGOs, etc. are included as other stakeholders.

### (2) Joint Coordinating Committee (hereinafter referred to as "JCC")

A JCC meeting will be held at least once a year and whenever deems it necessary. A list of proposed members of JCC is shown in Annex 7 of the draft R/D. The functions of JCC are as follows:

- To approve the annual work plan;
- To review the progress of the Project;
- To suggest modification of the framework (including PDM and PO) in the course of the Project, if necessary;
- To conduct the evaluation of the Project;
- To exchange views and opinions on major issues which would arise during the implementation period of the Project; and
- To discuss any other related issues.

### (3) Steering Committee

A Steering Committee Meeting will be held once a year in person in host country. Remote meetings are also acceptable if it is difficult to hold the meeting in person.

The Steering Committee of the Project is composed of the Chairperson, the Project Directors of each Project Member Country, a representative of SPREP, JICA

experts, a representative of the Government of Japan and a representative of JICA. The Chairperson can name new members or request the attendance of other participants, as necessary, upon mutual consent by Chairperson, JICA and SPREP, when necessary.

The Chairperson of the Steering Committee will be the Project Director of a host country. The role of the Chairperson is to expedite the proceedings of the Steering Committee Meetings with the assistance of the Project Office.

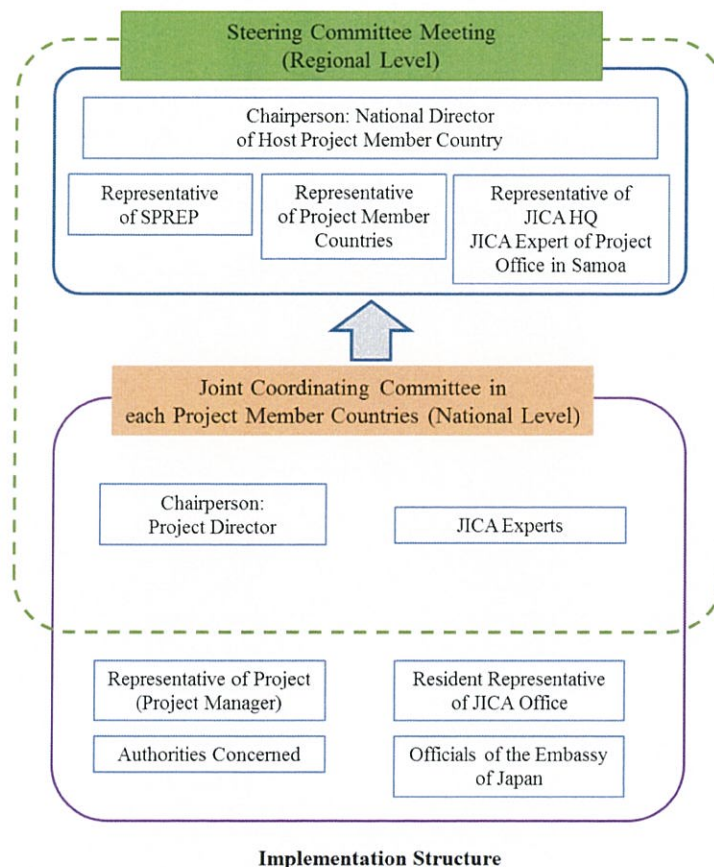
A member who will be unable to attend the Steering Committee Meeting should designate an official representative, through a written notice of representation submitted to the Project Office prior to the meeting. The official representative shall enjoy the same rights as a regular member.

All decisions of the Steering Committee will be made by the consensus of the members and official representatives present in the meeting.

The Steering Committee has the following functions:

- To formulate policies for the operation of the Project;
- To review the and approve the progress of the Region-wide Integrated PDM;
- To periodically review and evaluate on-going activities;
- To review and approve ideas for the realization of a self-reliant and self-sustaining Regional Network; and
- To perform other relevant functions that may be necessary to achieve the objectives of the Project.





#### (4) Project Office

The Project Office is established as a coordinating body at the SPREP headquarters in Vailima, Independent State of Samoa. The Project office will be composed of JICA Experts and a Project Coordinator assigned by SPREP.

The Project Office has the following functions:

- To prepare and submit an Annual Report of the Project to the Steering Committee;
- To coordinate, monitor and evaluate programs and activities of the Project;
- To assess and report on the accomplishments of the Project;
- To perform other functions as assigned by the Steering Committee from time to time.

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## LIST OF PROPOSED MEMBERS OF JOINT COORDINATING COMMITTEE

### 1. Chairperson

Project Director: CEO, MNRE

### 2. Project Management

Project Manager: Assistant CEO, Division of Environment and Conservation, MNRE

### 3. Members

<Samoan Side>

- Representative(s) of Division of Environment and Conservation, MNRE
- Representative(s) of Ministry of Women, Community and Social Development
- Representative(s) of Ministry of Finance
- Representative(s) of Ministry of Customs and Revenue
- Representative(s) of Ministry of Health
- Representative(s) of Samoa Tourism Authority
- Representative(s) of Ministry of Education, Sports and Culture
- Representative(s) of Samoa Chamber of Commerce
- Representative(s) of Scientific Research Organization of Samoa
- Representative(s) of Ministry of Agriculture and Fisheries
- Representative(s) of Ministry of Commerce, Industry and Labour
- Representative(s) of Ministry of Foreign Affairs and Trade
- Representative(s) of Ministry of Works, Transport and Infrastructure
- Representative(s) of Public Service Commission
- Representative(s) of National University of Samoa
- Representative(s) of Electric Power Corporation
- Representative(s) of Land Transport Authority
- Representative(s) of Samoa Umbrella of Non-Governmental Organization
- Representative(s) of Secretariat of the Pacific Regional Environment Programme
- Representative(s) of Samoa Airport Authority
- Representative(s) of Samoa Port Authority
- Representative(s) of Samoa Shipping Corporation
- Representative(s) of Samoa Fire and Emergency Services Authority
- Representative(s) of Samoa Water Authority
- Representative(s) of Samoa Recycling and Waste Management Association
- Representative(s) of Samoa and Tokelau Association of Recyclers

- Representative(s) of National Emergency Operation Centre (DMO-MNRE)
- Other persons that Samoa side considers necessary

<Japanese Side>

- JICA Expert(s) of the Project
- Representative(s) of JICA Samoa Office
- Representative(s) of JICA Headquarters
- Official(s) of the Embassy of Japan as an observer
- Other persons that Japanese side considers necessary

Partner organizations will be asked for meeting whenever it is necessary upon discussion by both sides.



**MONITORING SHEET**



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TO CR of JICA ●● OFFICE

## Project Monitoring Sheet

Project Title : \_\_\_\_\_

Version of the Sheet: Ver.●● (Term: Month, Year - Month, Year) \_\_\_\_\_

Name: \_\_\_\_\_

Title: Project Director \_\_\_\_\_

Name: \_\_\_\_\_

Title: Chief Advisor \_\_\_\_\_

Submission Date: \_\_\_\_\_

### I. Summary

#### 1 Progress

1-1 Progress of Inputs

1-2 Progress of Activities

1-3 Achievement of Output

1-4 Achievement of the Project Purpose

1-5 Changes of Risks and Actions for Mitigation

1-6 Progress of Actions undertaken by JICA

1-7 Progress of Actions undertaken by Gov. of ●●

1-8 Progress of Environmental and Social Considerations (if applicable)

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction, disability, disease infection, social system, human wellbeing, human right, and gender equality (if applicable)

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

#### 2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

2-2 Cause

2-3 Action to be taken

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of●●,etc.)

#### 3 Modification of the Project Implementation Plan

3-1 PO

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D, Project Description, and PDM (title of the project,



*duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, input , and change of Environmental category) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D,Project Description, and PDM, the team may propose the draft.)*

#### **4 Current Activities of Gov. of xx to Secure Project Sustainability after its Completion**

**II. Project Monitoring Sheet I & II**     *as Attached*

