FY2024 Simplified Ex-Post Evaluation Report of Japanese ODA Loan Projects

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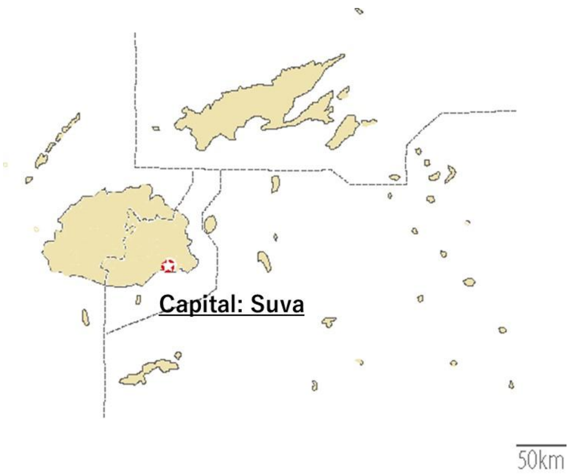
Duration of the Study: October 2024–December 2025

Duration of the Field Study: 2 March 2025–12 March 2025

Country Name	**COVID-19 Crisis Response Emergency Support Loan**[1]
Republic of Fiji	**COVID-19 Crisis Response Emergency Support Loan (Phase 2)**



Location of the Project Site (Source: by the External Evaluator)

Central Business District in Suva
(Source: Photo taken by the External Evaluator)

I. Project Outline

Background	In Fiji, following the global spread of the novel coronavirus (hereinafter referred to as "COVID-19"), measures such as entry restrictions and city lockdowns were implemented. As a result, in addition to state-owned enterprises such as Fiji Airways, the Airports Fiji Limited, and the Fiji Ports Corporation Limited, tourism-related industries—including retail, construction, transportation, real estate, and finance—experienced a significant downturn, causing the private sector to suffer severe economic damage. Consequently, the country faced rising unemployment and declining tax revenues. Furthermore, in terms of public financial management and public policy, several challenges had already existed, including the absence of a medium-term debt management plan, budget allocations not sufficiently based on sound analysis, and social protection policies that had not adequately covered vulnerable groups. In addition, high tariff rates and the low penetration of electronic payment systems posed obstacles to promoting further private investment. In the health sector, there were challenges such as a high prevalence of non-communicable diseases (NCDs), which could increase the risk of infectious diseases including COVID-19, and a fragile healthcare system. Under these circumstances, it became an urgent priority not only to strengthen the healthcare system–including measures to prevent further COVID-19 outbreaks and to respond to severe patients–but also to support the economy which had been severely affected. Specifically, there was a need to implement economic policies which aimed at improving the business and investment environment, including enhancement of public financial management with a focus on medium-term debt management, strengthening of policy formulation and implementation capacity including social protection, support for private enterprises including micro, small, and medium-sized enterprises (MSMEs), and development of an enabling investment environment.
Objectives of the Project	The objective of the projects was to support the Government of Fiji in strengthening public financial management, enhancing its capacity for policy formulation and implementation, promoting private sector investment through improvements in the business and investment environment, and reinforcing the health system by providing financial assistance in Fiji, where the social and economic impacts of the global spread of COVID-19 had been particularly severe, thereby contributing to social and economic stabilisation and the advancement of development efforts[2]. (The project objectives for Phase 1 and Phase 2 were as follows.) [Phase 1} The objective of the project was to strengthen public financial management, improve policies, regulations, and organisational frameworks concerning state-owned enterprises and public-private partnerships, and promote private sector investment through improvements in the business and

[1] In the ex-post evaluation, the COVID-19 Crisis Response Emergency Support Loan is treated as Phase 1.

[2] The difference between Phase 1 and Phase 2 lies in the aspects of "improvement of policies, regulations, and organisational frameworks concerning state-owned enterprises and public-private partnerships" (Phase 1) and "enhancement of policy formulation and implementation capacity" (Phase 2). However, since "improvement of policies, regulations, and organisational frameworks" can be considered as encompassed within "enhancement of policy formulation and implementation capacity", the expression used in Phase 2 is adopted for the project objective of both phases. Furthermore, although the strengthening of the health system is mentioned only in Phase 2, it is closely related to areas supported by JICA. Therefore, it is included in the project objective for the purpose of an integrated evaluation.

	investment environment by providing financial assistance in Fiji, where the social and economic impacts of the global spread of COVID-19 had been severe, thereby contributing to social and economic stabilisation and the advancement of development efforts in the country. [Phase 2] The objective of the project was to strengthen public financial management, enhance policy formulation and implementation capacity, promote private sector investment through improvements in the business and investment environment, and reinforce the health system by providing financial assistance in Fiji, where the social and economic impacts of the spread of COVID-19 have been severe, thereby contributing to social and economic stabilisation and the advancement of development efforts in the country.			
Contents of the Project	1. Project Site: Entire Fiji 2. Japanese side: Financial assistance (Phase 1) 10,000 million yen / (Phase 2) 10,000 million yen 3. Fiji side: Implementation of the Programmes			
Implementation Schedule	E/N Date	(Phase 1) 22 February, 2021 (Phase 2) 22 February, 2022	Disbursement Date	(Phase 1) 26 March, 2021 (Phase 2) 17 March, 2022
	L/A Date	(Phase 1) 2 March, 2021 (Phase 2) 22 February, 2022	Completion Date	(Phase 1) 26 March, 2021 (Phase 2) 17 March, 2022 (Loan completion date)
Project Cost	E/N Loan Limit / L/A Loan Limit: (Phase 1) 10,000 million yen (Phase 2) 10,000 million yen		Actual Loan Amount: (Phase 1) 10,000 million yen (Phase 2) 10,000 million yen	
Executing Agency	Ministry of Economy (Currently, Ministry of Finance, Strategic Planning, National Development and Statistics)			
Conditions (Loan only)	(Phase 1) Interest rate: 0.01%, Repayment period: 15 years (Grace period: 4 years), Procurement condition: General untied (Phase 2) Interest rate: 0.01%, Repayment period: 15 years (Grace period: 4 years), Procurement condition: General untied			
Borrower (Loan only)	Government of the Republic of Fiji			
Contracted Agencies	Main Contractor(s): None Main Consultant(s): None Agent: None			

II. Result of the Evaluation

Summary

This project (Phase 1 and Phase 2) provided financial assistance to the Government of Fiji to support recovery from the severe social and economic impacts of COVID-19, while aiming to strengthen public financial management, enhance policy formulation and implementation capacity, promote private sector investment through improvements in the business and investment environment, and reinforce the health system. The project was in line with the direction of the Fijian government's COVID-19 response at the time of the ex-ante evaluation, and it also addressed the needs for capacity development among stakeholders in the areas of finance, private investment, and health. Furthermore, this project was consistent with Japan's ODA Policy for the Pacific region and Fiji at the time of the ex-ante evaluation, and both internal and external coherence were confirmed through clear linkages and demonstrable outcomes, indicating high relevance and coherence. Regarding project effectiveness, the targets set for both phases were generally achieved, and it was confirmed that many of the policy actions continued to be implemented. In terms of impacts, macroeconomic indicators improved significantly following a decrease in COVID-19 cases and the reopening of borders, suggesting that the financial support provided through this project underpinned the government's economic management. Therefore, the project's effectiveness and impact are considered high. As for sustainability, while certain aspects were not analysed due to the nature of the project, no particular concerns were identified as a whole, and it is considered that the effects realised through this project are likely to be sustained to a certain extent.

Overall Rating[3]	**N/A**	**Relevance & Coherence**	③[4]	**Effectiveness & Impacts**	③	**Efficiency**	**N/A**	**Sustainability**	**N/A**

<Special Perspectives Considered in the Ex-Post Evaluation／Constraints of the Ex-post Evaluation>

This project was a programme-type loan, and since a quantitative comparison between inputs and outputs is difficult, no evaluation of efficiency was conducted. Regarding sustainability, analyses of organisational and institutional aspects, technical aspects, and operation and maintenance were not applicable; therefore, the analysis focused only on policy and institutional aspects, financial aspects, environmental and social considerations, and risk management. Accordingly, sub-ratings were provided only to "Relevance and Coherence" and "Effectiveness and Impacts", and no overall rating was determined.

In addition, this ex-post evaluation was conducted as an integrated assessment of Phase 1 and Phase 2. Relevance, coherence, and effectiveness were evaluated by collecting and analysing information specific to each phase. Impacts and sustainability were assessed by taking an integrated view of the situation at the time of ex-post evaluation to verify overall achievement. Since the

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[3] A: Highly satisfactory, B: Satisfactory, C: Partially satisfactory, D: Unsatisfactory

[4] ④: Very High ③: High, ②: Moderately low, ①: Low

loan disbursement amounts for both phases were identical, no special weighted average was applied in determining the level of achievement.

1 Relevance/Coherence

<Relevance>

・Consistency with the Development Policy of Fiji at the Time of Ex-Ante Evaluation

At the time of ex-ante evaluation of this project, in response to the global spread of COVID-19, the Government of Fiji enacted the "COVID-19 Response Package" on March 27, 2020, implementing measures such as strengthening the healthcare system, providing benefits to the unemployed, reducing pension contributions, and expanding preferential loan schemes for small and micro enterprises, women entrepreneurs, and the agriculture, forestry, and fisheries sectors. Furthermore, from April 2020 onward, the government took measures including the suspension of international flights and city lockdowns, and set a policy to vaccinate the entire population, achieving vaccination for 90% of the target population by November 2021.

Support from Japan through this project, together with assistance from other donors, played an emergency role in sustaining the Fijian government's national finances in FY2020/21 and FY2021/22. In addition, the project contributed to strengthening public financial management, improving the business and investment environment, and enhancing the healthcare system, aligning with the Fijian government's policy direction for COVID-19 response.

・Consistency with the Development Needs of Fiji at the Time of Ex-Ante Evaluation

In Fiji, in addition to preventing the re-spread of COVID-19 and strengthening the healthcare system, urgent issues included the implementation of economic policies such as improving public financial management – with medium-term debt management – to underpin the severely affected economy; enhancing policy formulation and implementation capacities, including those related to social protection; and improving the business and investment environment through support for private enterprises, including small and micro businesses, and improvement of investment conditions. It was also necessary to protect socially vulnerable groups and provide financial support to households. For this reason, the Fijian government increased its expenditures through budget reallocations. However, due to a sharp decline in revenue following a substantial drop in GDP growth, the fiscal deficit continued to widen. Although the government sought to raise funds domestically through the issuance of government bonds, a financing gap remained, necessitating borrowing from various donor agencies.

Under these circumstances, the financial support provided through this project on concessional terms significantly alleviated Fiji's fiscal challenges and was consistent with Fiji's needs at the time of ex-ante evaluation.

・Appropriateness of Project Design/Approach

This project placed emphasis on urgent responses to the impacts associated with the spread of COVID-19 and was implemented in collaboration with an existing project of the Asian Development Bank (hereinafter referred to as 'ADB'). Under this project, JICA adopted the action items from the policy action matrix already established between the Government of Fiji and ADB that were relevant and applicable for JICA collaboration and utilisation. In addition, support that JICA had independently planned and implemented was incorporated into the same matrix to facilitate capacity development of Fijian government officials. In practice, during Phase 2, it was confirmed that the implementation of the additional policy actions was ensured through JICA's technical cooperation projects as described below.

- The Project for Improvement of Health Services through 5S-KAIZEN-TQM in Fiji (2019-2023)
- Technical and Vocational Education and Training (TVET) in response to COVID-19 at Fiji National University (2020-2022)
- Project for Capacity Development of ICU Using Telemedicine under COVID-19 Pandemic (2021-2022)
- The Project for Prevention and Control of Non-Communicable Diseases Phase 2 (planned for 2022-2026)

In past ex-post evaluations of similar projects[5], a key lesson learned was the importance of providing funds promptly to enable swift responses to crises. In both phases of this project, reflecting on this lesson, co-financing with ADB's existing fiscal support was adopted. This approach allowed the use of ADB's established monitoring system for its policy matrix, thereby ensuring the prompt disbursement of funds. In fact, the loans were completed 24 days after the signing of the Loan Agreement (LA) for Phase 1 and 23 days after the signing of the LA for Phase 2, demonstrating that the project was implemented with full consideration of lessons learned from past experiences. Furthermore, another ex-post evaluation of a similar project[6] pointed out that, in development policy loans, JICA could facilitate more effective policy improvements and reforms by combining parallel technical cooperation projects that specifically support the policy actions proposed in the loan. In Phase 2 of this project, to ensure the steady implementation of the policy actions, existing JICA technical cooperation projects related to health system strengthening and non-communicable disease control were implemented in parallel, thereby enhancing the effectiveness of policy improvements and reforms.

In this project, as described later, the planned activities were implemented as scheduled. By emphasising urgency and coordinating with existing and planned initiatives, such as utilising ADB's policy matrix and JICA's own related technical cooperation projects, prompt fund disbursement and effective use of lessons from past experiences were successfully achieved.

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[5] Ex-post evaluations were conducted for the following projects: the *COVID-19 Crisis Response Emergency Support Loan (Phase 2)* in the Philippines, the *Climate Change Program Loan (II) (including Economic Stimulus and Budget Support Loan)* in Indonesia, and the *Eighth Poverty Reduction Support Credit with Economic Stimulus Support* in Viet Nam.

[6] Ex-post evaluations were conducted for the following projects in Pakistan: the *Energy Sector Reform Program* and the *Energy Sector Reform Program (II)*.

<Coherence>

・Consistency with Japan's ODA Policy at the Time of Ex-Ante Evaluation

At the time of the ex-ante evaluations of both phases, Japan's ODA Policy toward the Pacific region and Fiji was as follows:

(Phase 1)

- The "Pacific Islands Cooperation Promotion Meeting" (launched in February 2019) announced in May 2019 the "Future Policy Directions toward the Pacific Island Countries," which identified the support for fiscal soundness and resilience as a specific area of focus.
- The "County Development Cooperation Policy for Fiji" (April 2019) listed, under the priority area "Development of Foundation for Economic Growth," support for revitalising domestic economic activities through the promotion of investment expansion.

(Phase 2)

- In July 2020, JICA announced the "JICA Global Health Initiative" to protect people's health from emerging infectious diseases, aiming to strengthen treatment, surveillance, and prevention systems from a medium- to long-term perspective.
- In the Leaders' Declaration of the 9th Pacific Islands Leaders Meeting (PALM9) held in July 2021, the Government of Japan identified "Response to and Recovery from COVID-19" as one of its priority areas and expressed its intention to support the strengthening of health systems and economic recovery in light of the impact of COVID-19.

Based on the above, this project is considered to have a high level of coherence with Japan's ODA Policy toward the Pacific region and Fiji at the time of ex-ante evaluations, particularly in supporting fiscal soundness and resilience, strengthening treatment, surveillance, and prevention systems, and enhancing health systems for COVID-19 response.

・Internal Coherence

As described under Relevance, this project was planned to be implemented in collaboration with several technical cooperation projects of JICA. The relationships with each project were mainly as follows:

(1) The Project for Improvement of Health Services through 5S-KAIZEN-TQM in Fiji

Under this project, a decentralised warehouse of the Ministry of Health and Medical Services' (hereinafter referred to as the 'Ministry of Health') Pharmaceutical and Medical Supplies Centre in the Northern Division was established. The formulation of the construction plan for this facility was set as one of the policy actions of this project. Meanwhile, in October 2020, medical equipment necessary for COVID-19 countermeasures (such as personal protective equipment kits and thermoscanners) was provided as part of the same project. Although this assistance shared a common direction in supporting COVID-19 measures, no direct coordination or collaboration with this project was confirmed.

(2) - Technical and Vocational Education and Training (TVET) in response to COVID-19 at Fiji National University

Vocational training consisting of five courses was provided[7] to Fijians who had lost their jobs due to COVID-19, in order to support their re-employment or to help them start their own businesses. As described under Effectiveness, the programme was offered to a number of participants exceeding the original target.

(3) The Project for Strengthening Intensive Care Capacity through Telemedicine under the COVID-19 Pandemic

Although the project had planned to procure telemedicine equipment, this was not realised due to procedural difficulties, and only online training was conducted. Introductory training on strengthening intensive care capacity through the use of telemedicine was provided to a number of healthcare personnel exceeding the target.

(4) The Project for Prevention and Control of Non-Communicable Diseases (Phase 2)

The project was planned to implement activities related to the prevention and control of non-communicable diseases throughout Fiji, and was under implementation at the time of ex-post evaluation.

Some of the achievements and activities under the four projects (1) – (4) were also set as the policy actions of this project, and the capacity development intended in this project was supported through the related technical cooperation projects. In addition, for projects (2) and (3), their outcomes were also set as quantitative indicators.

In this way, this project was implemented in collaboration with JICA's technical cooperation, and, as described later under Effectiveness, through such collaboration, outcomes were also observed particularly in strengthening the health administration system, enhancing capacities for non-communicable disease control and pharmaceutical supply, and improving operational efficiency (specifically, the indicators for policy actions that JICA independently added to both phases were achieved through the implementation of the technical cooperation). Therefore, it can be said that internal coherence was confirmed between this project and other JICA projects.

・External Coherence

Support related to the response to COVID-19 was coordinated among multiple donors under the Ministry of Economy (at that time), and this project was implemented as a co-financing scheme with the Asian Development Bank (ADB)'s COVID-19-related support programmes, namely, the Sustained Private Sector-Led Growth Reform Program (Subprogram 3) for Phase 1 and the Sustainable and Resilient Recovery Program for Phase 2. In setting the policy action matrix, common policy actions and indicators with ADB were established, mainly focusing on public financial management and improvement of the business environment, to support the efforts of the Government of Fiji. As described later, most of these indicators were achieved.

In addition, this project was intended to provide financial support to strengthen public financial management and to improve the business and investment environment, including assistance to private enterprises affected by COVID-19. It was also

[7] Although the courses had been conducted annually at the Fiji National University, the 2022 courses were implemented with financial support from JICA.

considered to contribute to the Sustainable Development Goals (SDGs). Specifically, the project contributed to Goal 1 (No Poverty) by providing support to people negatively affected by COVID-19; to Goal 3 (Good Health and Well-being) by responding to infectious diseases; to Goal 8 (Decent Work and Economic Growth) through initiatives for job creation; and to Goal 10 (Reduced Inequalities) by promoting empowerment and social and economic inclusion of all people.

Therefore, it was judged that external coherence was confirmed between this project and other donors' projects.

<Evaluation Result>

This project was consistent with the direction of the Fijian Government's COVID-19 measures at the time of appraisal, and it also met the needs for capacity development in public financial management, private investment, and the health sector. The project content and approach were also considered appropriate. Furthermore, this project was consistent with Japan's ODA Policy for the Pacific region and for Fiji at the time of appraisal, and clear coordination and outcomes were confirmed in terms of both internal and external coherence.

In light of the above, the relevance and coherence of the project are high[8].

2 Effectiveness/Impacts[9]

<Effectiveness>

Under Effectiveness, the achievement status of the policy actions set for the project and the financial effects of the project were assessed. The achievement of the policy actions was a prerequisite for loan disbursement, and JICA executed the loan only after confirming that they had actually been achieved. In the ex-post evaluation, an analysis was conducted, as described below, to determine whether those policy actions had been further sustained and to assess the extent to which the quantitative and qualitative effects established in association with the implementation of this project had been achieved.

(Quantitative Effects)

In this project, quantitative indicators were established for both phases, as shown in the table below. Although some of the indicators for Phase 2 were independently set by JICA, the remainder were common indicators established jointly with ADB. The degree of achievement for the indicators in each phase was as follows.

Table 1 Achievement of Indicators for Phase 1

Indicators Note 1	Baseline	Target (2021)	Actual
Public Expenditure and Financial Accountability (PEFA) Assessment Note 2	D+ (2013)	C	PI-10.1: C PI-10.3: A PI-16.1: B PI-23: B+ (2019)
Credit to the private sector by financial institutions (as a percentage of GDP)	48.3% (2016)	48.3% or higher	62.5% (2021)
Ease of Doing Business Index (World Bank)	61.5 (2019)	64	-

Note 1: All indicators are identical to those used in the ADB programme.

Note 2: Related to PI-10.1 and PI-10.3 (public access to key fiscal information), PI-16.1 (cash forecasting and monitoring on a fiscal-year basis), and PI-23 (use of information from service delivery units such as primary schools and health centres). It should be noted that PI is an abbreviation for Public Involvement, generally defined as "the process in which governments actively seek the participation of residents and citizens in formulating plans."

Source: Ex-ante Evaluation Sheet (Phase 1); PEFA Assessment Report (2020); and ADB Completion Report for the Sustained Private Sector-Led Growth Reform Program

Since the PEFA assessment does not provide any overall rating such as the ones shown in the columns of baseline or target values, and only individual assessments of 31 indicators were conducted in 2019, the evaluation results for each indicator are presented in the table above. Although a similar assessment was carried out in 2024, the results had not been published at the time of ex-post evaluation and therefore could not be confirmed. Accordingly, the evaluation judgement was made using the 2019 results. As these results showed, on average, performance exceeding the target values, it is inferred that this indicator was also achieved in 2021. In addition, regarding the ratio of lending by financial institutions to the private sector, the ADB programme completion report indicates that the figure for the target year of 2021 was 62.5%, significantly exceeding the target value. Meanwhile, the Ease of Doing Business Score was excluded from the evaluation, as the World Bank discontinued publication of this index after 2019.

[8] Relevance: ③, Coherence: ③

[9] When providing the sub-rating, Effectiveness and Impacts are to be considered together.

Table 2: Achievement of Indicators for Phase 2

Indicators	Baseline	Target	Actual
Percentage of government entities (budget divisions) submitting procurement and cash-flow forecasts to the Ministry of Economy [Note 1]	0% (2020)	70% or higher (2023)	Procurement forecasting: 45.2% (14 out of 31 entities) Cash-flow forecasting: 100% ⇒ Overall: 72.6% (2023)
Number of firms supported through the Working Capital Facility [Note 2] and the proportion of those that are women-owned [Note 1]	0 (as the Working Capital Facility had not been established)	At least 5,000 firms and 35%	A total of 5,770 firms were supported through the Reserve Bank's Disaster Recovery and Containment Facility, of which 37% were women-owned firms
Number of participants in vocational training courses for workers who lost their jobs due to COVID-19 at the Fiji National University [Note 3]	40 participants (November 2021)	More than 80 participants (November 2022)	100 participants (February – March 2022; five courses with 20 participants each)
Number of introductory training sessions conducted for strengthening intensive care capacity using remote technologies [Note 4]	0 sessions (November 2021)	More than 16 sessions (November 2022)	17 sessions (2022)

Note 1: This indicator is the same as that used by the co-financier, ADB, and has been agreed with the Government of Fiji.
Note 2: This is a lending facility administered by the Reserve Bank of Fiji, designed to provide financing mainly to sustain business operations and to support women-owned small and medium-sized enterprises that are not covered by insurance. The facility was later renamed the "Disaster Rehabilitation and Containment Facility".
Note 3 (JICA's own indicator): An indicator related to the "- Technical and Vocational Education and Training (TVET) in response to COVID-19 at Fiji National University," which made use of local resources.
Note 4 (JICA's own indicator): An indicator related to "The Project for Strengthening Intensive Care Capacity through Telemedicine under the COVID-19 Pandemic".
Source: Ex-ante Evaluation Sheet (Phase 2); information provided by the Fiji National University; questionnaire responses by and interviews with the Ministry of Health; and the ADB Completion Report for the Sustainable and Resilient Recovery Program.

With regard to public financial management, although the proportion of ministries that were able to submit procurement forecasts to the Ministry of Finance in the target year (2023) remained at 45.2%, the proportion of those that submitted cash-flow forecasts reached 100%. Overall, the combined achievement rate was 72.6%, thereby meeting the target. The number of enterprises that received concessional government support, as well as the share of women-owned enterprises among them, also achieved the respective targets. As for vocational training, JICA's technical cooperation provided financial support for the implementation costs of five courses under the Fiji National University's annual training programmes, thereby assisting a total of 100 individuals who had lost their jobs due to the impacts of COVID-19. Regarding the enhancement of intensive care capacity, introductory training sessions were conducted 17 times within the Ministry of Health, and the targets for this component were likewise achieved.

(Qualitative Effects)

In this project, "stability of the socio-economic environment," "recovery of economic activities by state-owned and private enterprises," and "improvement in the quality of health and medical services" were envisaged as qualitative effects at the time of appraisal. The stability of the socio-economic environment and the recovery of economic activities by enterprises were examined as impacts in terms of their substance, while improvements in the quality of health and medical services were analysed as qualitative effects, taking into account the achievement of the health-related actions included in the policy action matrix. In verifying the qualitative effects, confirmation was made as to whether the policy actions continued to be implemented beyond the target year and whether such continued implementation contributed to the manifestation of effects (summarised in tabular form from p.9 onwards in the annex).

As a result, it was confirmed that many of the policy actions that were expected to continue after project completion have indeed been maintained and utilised, and that a certain degree of continued effects has been observed.

(Flow of Funds Effects)

This project provided financial support to the Government of Fiji, which was expected to face a funding gap due to the fiscal impact of COVID-19.

Under this project, loans of 10 billion yen each were disbursed in both FY2020/21 and FY2021/22. Given that the fiscal deficits in those years amounted to FJD 2.00 billion (approximately 106.0 billion yen) and FJD 1.46 billion (approximately 78.6 billion yen), respectively, the project's loans can be considered to have reduced the fiscal deficits by 9.4% and 12.7% in each year. Furthermore, while the interest rates on the COVID-19 bonds issued in April 2020 were 6.25% (15-year bond) and 6.75% (20-year bond), the interest rate for this project was as low as 0.01%. From a long-term perspective, the concessional nature of the loan provided substantial advantages for the Government of Fiji in terms of debt-servicing costs compared with alternative financing options.

Based on the above, the difference in interest rates between the COVID-19 bonds issued by the Government of Fiji and the funds provided under this project was exceptionally large, which indicates that this project generated significant fiscal benefits for the Government of Fiji by substantially reducing interest burdens, while also contributing to fiscal deficit mitigation of around 10% in each year. Therefore, this project can be regarded as having produced meaningful financial effects.

<Impacts>

In the ex-post evaluation, the stability of Fiji's economy and society, as well as the recovery of economic activities by state-owned and private enterprises, were assumed as impacts and analysed accordingly. At the time of appraisal, it was determined that these impacts would be comprehensively verified using indicators such as GDP growth rate, changes in tourism revenue, poverty rate, and access to drinking water and electricity services. The results of these indicators reviewed in the ex-post evaluation are as follows.

Table 3 Trends in Key Economic Indicators Before and After COVID-19

Indicators	2019	2020	2021	2022	2023
GDP growth rate (%)	-0.6	-17.0	-4.9	19.8	7.5
Number of tourists (persons)	894,389	146,905	31,618	636,312	929,740
Tourism revenue (million FJD)	2,065.4	314.9	36.5	1,499.3	2,367.7
Drinking water (%)	95.4	95.4	95.5	95.5	No data
Electricity (%)	96.1	97.1	92.1	92.0	99.3

Source: Fiji Bureau of Statistics (GDP growth rate, number of tourists, tourism revenue); World Bank World Development Indicators (access to drinking water and electricity)

In addition, according to the Household Income and Expenditure Survey (2019/20) published by the Bureau of Statistics in 2021, the poverty rate – defined as weekly per-adult income below 41.91 FJD – was 29.9 per cent[10].

As shown in Table 3, the tourism sector recovered rapidly from 2022 onwards as the impact of COVID-19 eased, with both tourist arrivals and tourism revenue exceeding pre-COVID-19 levels. In line with this, GDP also recorded substantial growth. With regard to the proportion of the population with access to drinking water and electricity, no major changes were observed, although high levels were maintained. Furthermore, from another perspective, it was noted that the financial support provided through this project helped the Government of Fiji avoid default under fiscal difficulties, thereby preventing a significant currency depreciation and enabling inflation to be kept at a low level.

Based on the above, while it is difficult to demonstrate a direct causal relationship between this project and macroeconomic indicators, the timely provision of financial resources helped ensure stable economic management by the government and contributed to the rapid post-COVID-19 economic recovery. Accordingly, this project is considered to have played a supportive role in the realisation of the intended impacts.

Other Positive and Negative Impacts

(1) Impacts on the Environment

The environmental and social considerations guideline applied to this project was the "JICA Guidelines for Environmental and Social Considerations" (April 2010). As the project was assumed to have minimal adverse impacts on the environment, it was classified as Category C. Upon confirmation with the executing agency, no particular negative environmental impacts were identified, and no problems were observed.

(2) Resettlement and Land Acquisition

No resettlement or land acquisition occurred, and no negative impacts were identified.

(3) Gender Equality

At the time of ex-ante evaluation of this project, the ADB programme, which was the co-financing counterpart, as well as the content of Phase 2 of this project - covering public financial management for fiscal consolidation and formulation and implementation of public policies to strengthen community resilience - included policy actions related to gender equality, women's economic empowerment, and women's access to services. Specifically, these included support for women-led small and medium-sized enterprises and compensation for workers in the informal sector, including micro-enterprises owned by women. Therefore, the project was regarded as one that could contribute to women's economic empowerment.

In the policy action matrix, there were seven actions (2-1, 2-2, 2-3, 2-4, 2-5, 3-1, and 3-2) incorporating a gender perspective, and all of them were confirmed to have been achieved or completed. Furthermore, according to the executing agency, through the implementation of the ADB programme and this project, by the time of ex-post evaluation, more than 30% of government ministries had begun preparing budget plans that set gender-related objectives. Therefore, it can be concluded that this project promoted gender considerations.

(4) Marginalised People, Social Systems and Norms, People's Well-being and Human Rights

[10] As no time-series data were available for the poverty rate, comparison over time was difficult.

The “Improvement of Public Financial Management” and “Improvement of Business and Investment Environment” under Phase 1, as well as the “Formulation and Implementation of Public Policies for Strengthening Community Resilience” and “Strengthening of the Health System” under Phase 2, were planned to be implemented to mitigate the impacts of COVID-19 on the poor, vulnerable groups, and persons with disabilities. In practice, as part of its COVID-19 response, the Government of Fiji provided special funding through the Reserve Bank to facilitate lending to small and medium-sized enterprises. It was also confirmed that various forms of assistance were provided, including support for persons with disabilities.

<Evaluation Result>

It was confirmed that the quantitative effects of this project were generally achieved, as most of the indicators set for both phases were attained, and regarding the qualitative effects, many of the policy actions continued to be implemented. In terms of the impacts, macroeconomic indicators significantly improved following the decline in COVID-19 cases and the reopening of the border, suggesting that the financial support provided through this project contributed to stabilising the government’s economic management. Furthermore, increased consideration was given to gender aspects and to people facing barriers to equitable social participation, and no particular negative impacts were observed in other environmental or social aspects.

Therefore, the effectiveness and impacts of the project are high.

3 Sustainability

・Policy and System

In Fiji’s national development policy at the time of ex-post evaluation, the National Development Plan (2025–2029), strengthening resilience to infectious diseases and health emergencies is identified as one of the strategic priorities. With respect to public finance, emphasis is placed on improving the public financial management system, adopting climate-responsive budgeting, utilising public asset management systems and centralised registry databases, establishing appropriate accounting requirements for the private sector and non-governmental organisations, and implementing fiscal policies that align expenditure with revenue and debt-management strategies. Economic growth is also positioned as one of the three pillars of the Plan, with a strong focus on private-sector development.

Although no policy document specifically dedicated to infectious disease control has been formulated, the National Development Plan sets out strategies for improving fiscal management, economic growth, and the health system. These directions are consistent with the areas supported by this project.

・Financial Aspect

The trends in Fiji’s public and external debt-to-GDP ratios in recent years are as follows.

Table 4 Ratio of Public Debt and External Debt to GDP

(Unit: %)

	2020	2021	2022	2023	2024
Public debt ratio	62.7	84.2	90.6	82.1	78.3
External debt ratio	16.0	26.6	33.4	30.1	28.3

Source: Data provided by the Ministry of Finance (questionnaire response)

Due to the fiscal stimulus implemented in response to COVID-19, Fiji’s public debt ratio temporarily increased significantly. However, it has gradually declined in line with the country’s economic recovery. In the Article IV Consultation conducted in 2024 between the International Monetary Fund (hereinafter referred to as 'IMF') and the Government of Fiji, the IMF noted that although the economy continued to recover and the debt-to-GDP ratio was declining, the ratio remained at a high level. The IMF therefore recommended that Fiji gradually tighten its fiscal policy to rebuild fiscal buffers.

In practice, the Government of Fiji has continued its efforts to improve public financial management, and both the public debt ratio and the external debt ratio have been showing gradual improvement. Accordingly, it can be considered that there are no major financial challenges.

・Environmental and Social Aspect, Preventative Measures to Risks

No particular issues or concerns are anticipated.

III. Recommendations & Lessons Learned

・Recommendations to Executing Agency

None.

・Recommendations to JICA

None.

・Lessons Learned

Rapid Project Formulation through the Utilisation of Existing and Ongoing Projects and Steady Implementation of Policy Actions

In the planning and implementation of this project, co-financing with ADB and the partial alignment of policy actions enabled rapid project formulation, leading to the timely provision of financial support. In particular, regarding assistance in the health sector, collaboration with JICA's separately implemented technical cooperation projects facilitated the smooth and steady implementation of the policy actions. When an unexpected event such as the COVID-19 pandemic occurs and it becomes necessary to take emergency support measures, cooperation with other donors and the utilisation of components of existing related projects that align with the objectives of the project can generate both timeliness and effectiveness. Therefore, when JICA provides emergency financial support in the future, it would be effective to explore similar approaches.

IV. Non-Score Criteria

・Performance

・Objective Perspective

As indicated in the title, this project was implemented as emergency support in response to COVID-19. In formulating the project, ensuring promptness was given high priority. Therefore, co-financing with ADB, which was implementing related support, was adopted, and many of the policy actions set for this project were shared with those of ADB's operation. Although not all actions and indicators were independently established by JICA, and JICA did not provide support for the implementation of common actions all by itself, the proactive efforts of JICA staff to coordinate with ADB's existing programme and to implement the project in the form of co-financing proved effective as a framework to rapidly support the Government of Fiji's initiatives.

・Additionality

None.

(end)

COVID-19 Crisis Response Emergency Support Loan (Phase 1) Policy Action Matrix

Area	Policy Actions (Notes)	Indicators	Status of Continuation at the Time of Ex-post Evaluation (2025)
Improvement of public financial management	The Ministry of Economy conducts a Public Expenditure and Financial Accountability (PEFA) assessment to analyse cross-sectoral public expenditure and publishes the final report.	Publication of PEFA final report	Efforts to improve effective financial management are ongoing within the government
	The Ministry of Economy completes a gender-responsive self-assessment of PEFA.	Gender-responsive PEFA self-assessment	Conducted and published in 2019; the latest conducted in late 2024 (not yet published).
	The Ministry of Economy submits a document outlining procedures for gender-responsive budgeting to the Cabinet.	(Submission of document to the Cabinet)	Institutionalisation of gender-responsive budgeting achieved
	The Ministry of Economy prepares a budget template to enable gender-responsive budgeting.	Preparation of a budget submission template	
	The Ministry allocates additional resources for COVID-19 response and treatment while reducing other budget expenditures to contain the fiscal deficit. It formulates and implements a supplementary budget for FY2019/2020 to support measures against COVID-19.	Formulation of COVID-19 response budget	Not Applicable
	<u>The Ministry of Health deploys necessary personnel for non-communicable disease (NCD) control.</u>	Appointment of National NCD Advisor	The Director of the National Wellness Centre continues to serve as the National NCD Advisor.
Improvement of policy, regulatory, and institutional frameworks related to state-owned enterprises and public-private partnerships (PPPs)	The Ministry of Economy implements a training programme for female board members and senior managers of state-owned enterprises (SOEs) based on the *2019 Public Enterprises Act*.	(Document from the Permanent Secretary for Economy to the Cabinet)	Not Applicable
	The Ministry of Economy formulates the *Public-Private Partnership Implementation Guidelines*, including methods and requirements for establishing PPPs, which are approved by the Cabinet.	Approval of the *Public-Private Partnership Implementation Guidelines*	The public-private partnership (PPP) policy is also established.
	The Ministry of Economy formulates a policy framework for lending to government agencies, which is approved by the Cabinet.	Approval of the Policy Framework for Lending to Government Agencies	The framework remains effective.
Improvement of the business and investment environment	The Ministry of Economy formulates an Investment Bill to protect investors' rights and streamline the approval process for investments. The bill is approved by the Cabinet, and the Speaker of Parliament announces that it will be submitted to the 2020 regular session of Parliament.	Approval of the Investment Bill	Not Applicable
	The Ministry of Economy establishes a personal property securities registry with data disaggregated by gender.	Website of the Personal Property Securities Registry	Not Applicable
	The Ministry of Economy formulates a Statement on Competition and Consumer Protection, which defines the legal framework for a competitive market	Approval of the Statement on Competition and Consumer	Not Applicable

	economy and for trademarks, patents, and other intellectual property rights, and it is approved by the Cabinet. (The statement also includes initiatives to recognise the needs of women, people living in rural areas, and vulnerable groups, as well as efforts to support the rights of female consumers.)	Protection	
	The Ministry of Economy implements the following measures introduced to support the private sector and workers: (1) Reduction of employer contributions to the Fiji National Provident Fund (2) Government compensation for workers who test positive for COVID-19 (3) Tax deductions for employers on wages and salaries paid to employees under self-quarantine (4) Additional contributions to financial sector schemes to promote lending to small and medium-sized enterprises (5) Relief measures for women-owned micro-enterprises and informal-sector workers, including those in lockdown areas	(Document from the Permanent Secretary for Economy to the Cabinet)	These measures form part of the Government's budget formulation policy.
	The Ministry of Economy prepares a guidance note on the gendered impacts of COVID-19 (including recommendations on women's economic empowerment) and submits it to the Cabinet.	Preparation of the Guidance Note	Not Applicable
	<u>The Ministry of Health formulates its Annual Operational Plan, which includes measures for establishing a healthy working environment.</u>	Formulation of the 2019–2020 Annual Operational Plan	It has since been formulated annually
	<u>The Ministry of Health establishes Quality Improvement Teams and Work Improvement Teams at the Colonial War Memorial Hospital.</u>	Establishment of Quality Improvement Teams and Work Improvement Teams	They have been established and are functioning.
	<u>The Ministry of Health formulates a construction plan for a decentralised warehouse of the Pharmaceutical and Biomedical Supplies Centre in the Northern Division.</u>	Formulation of the Construction Plan	It was opened in March 2025.
	<u>The Ministry of Health formulates a plan to strengthen the Wellness Clinic system.</u>	Formulation of the Plan	It has been renamed the Wellness Promotion System and is functioning.

Note: Items without underlining are quoted from the policy action matrix of the ADB's *Sustained Private Sector-Led Growth Reform Program – Subprogram 3*, while underlined items indicate policy actions independently added by JICA. It was confirmed that all policy actions had been achieved by the end of 2020, upon which this project was implemented.
Source: Appraisal Document; Questionnaire responses (Ministry of Economy, Ministry of Health)

COVID-19 Crisis Response Emergency Support Loan (Phase 2) Policy Action Matrix

< Policy actions common to the ADB programme>

Area	Policy Actions (Note)	Indicators	Targets	Status of Continuation at the Time of Ex-post Evaluation (March 2025)
1. Public financial management for fiscal consolidation				
1-1, 1-2 Financial management framework	1-1. The Attorney-General (concurrently Minister for Economy) submits the Financial Management (Amendment) Bill.	Percentage of government agencies (budget divisions) submitting procurement and cash flow forecasts to the Ministry of Economy	70% or higher (FY2023)	The established procedure requires that procurement and cash flow forecasts be submitted to the Ministry of Finance. (As of 2023, the submission rates were 45.2% for procurement forecasts and 100% for cash flow forecasts.)
	1-2. The Attorney-General (concurrently Minister for Economy) submits the Climate Change Bill to promote the mainstreaming of climate change considerations in the national budget, budget submissions of government-related agencies, and public procurement.			The Climate Change Act has been approved but has not yet been enforced.
1-3 Medium-term debt management	To reduce debt servicing costs and refinancing risks and to enhance fiscal soundness: 1-3-1. The Cabinet approves the Medium-Term Debt Management Strategy for FY2021–FY2023, and the Ministry of Economy publishes the strategy on its website. 1-3-2. The Ministry of Economy implements an annual borrowing plan in line with the Medium-Term Debt Management Strategy and integrates the plan into the Medium-Term Fiscal Strategy to improve debt management and reduce debt refinancing risks.	Compliance with the cost and risk indicators set out in the Medium-Term Debt Management Strategy for government borrowing	Yes (FY2023)	A three-year Medium-Term Debt Management Strategy has been formulated. The annual borrowing plan is being implemented by the Ministry of Finance.
1-4 Strengthening of the tax system	1-4. The Fiji Revenue and Customs Service introduces and operates a new tax information system.			In operation
2. Formulation and promotion of public policies contributing to community resilience				
2-1 Review of the budget formulation process	2-1. Seven ministries prepare their budget submissions using the new gender-responsive budgeting approach and, based on lessons learned from pilot ministries, conduct monitoring of 14 programmes included in the FY2021/2022 budget proposal.			The number of ministries has been increasing.
2-2, 2-3, 2-4, 2-5 Social protection measures	2-2. The Cabinet approves a gender-responsive Social Assistance Policy targeting women, the poor, and vulnerable groups, including those affected by climate-related disasters. The Ministry of Women, Children and Poverty Alleviation implements the policy.			Implementation is ongoing.
	To provide emergency financial support to vulnerable groups (such as farmers and fishers) after natural disasters, the Government of Fiji: 2-3-1. Exempts value-added tax on insurance premiums for climate- and disaster-risk parametric insurance products. 2-3-2. Launches new market-based parametric micro-insurance products for climate risk in collaboration with domestic insurance companies.	Number of people enrolled in climate risk parametric micro-insurance products	1,000 vulnerable individuals, including at least 500 women (FY2023)	Implementation is ongoing.

	2-4. The Ministry of Infrastructure and Meteorological Services approves the National Water Resources and Sanitation Policy and the Rural Water and Sanitation Policy, and implements support through the rural water supply programme to sustainably manage water resources and provide safe and affordable water and sanitation services for all citizens, including women, the poor, and vulnerable groups.			The Ministry of Infrastructure and Meteorological Services is implementing the village water supply programme through the Water Authority of Fiji.
	To provide reliable, affordable, and renewable electricity to businesses and all citizens, including women, the poor, and vulnerable groups: 2-5-1. The Government of Fiji enters into a share sale agreement with private investors for the partial divestment of the Fiji Electricity Authority (FEA) and initiates the partial privatisation of the state-owned enterprise. 2-5-2. The Government of Fiji signs an agreement with the Fiji Electricity Authority to maintain and expand services to underserved rural areas in accordance with tariff-setting obligations under the non-profit service requirement.	Government guarantee to the Fiji Electricity Authority	0 (FY2023)	Privatisation implemented (44% of shares held by Chugoku Electric Power Company)
3. Creating an enabling environment for economic recovery in the private sector				
3 Improvement of ease of doing business	To urgently support the medium-term reopening (recovery) of ongoing and new businesses, including those owned by women, affected by COVID-19: 3-1-1. The Government of Fiji establishes and operates a Working Capital Facility and a Partial Credit Guarantee Scheme, accessible through approved financial institutions, including subsidies for interest payments for two years. 3-1-2. The Government of Fiji submits an amendment to the Customs Tariff Act to reduce tariffs and fiscal obligations on various items, lower import-related costs, and simplify compliance procedures.	Number of enterprises supported through the Working Capital Facility and percentage of women-owned enterprises	At least 5,000 enterprises, including 35% women-owned (FY2023)	A total of 5,770 enterprises received support under the Disaster Rehabilitation and Containment Facility of the Reserve Bank, of which 37% were women-owned enterprises.
	3-2. The Attorney-General (concurrently Minister for Economy) submits an amendment to the Business Licensing Act (enacted in 1976) to eliminate the requirement for new businesses to apply for business licences and to promote the establishment of new businesses, including those owned by women.			The amendment bill has been approved.
	3-3. The Attorney-General (concurrently Minister for Economy) approves the enactment of new regulations under the Companies Act.			Approved
	To improve the financial position of enterprises and enhance the resilience of the private sector by reducing transaction costs for businesses: 3-4-1. The Attorney-General (concurrently Minister for Economy) submits the National Payment System Bill to promote digital solutions. 3-4-2. The Reserve Bank of Fiji establishes a National Payment System Framework and implements the Act, including the operation of an instant payment system and an automated clearing system. 3-4-3. The Attorney-General (concurrently	Number of Electronic Funds Transfer at Point of Sale (EFTPOS) and mobile money transactions	Increase by 20% from the baseline (EFTPOS: 5.4 million transactions; mobile money: 2.3 million transactions) (FY2023)	The Act has been approved and is being implemented. The number of EFTPOS transactions increased from 5.4 million in 2019 to 8.2 million in 2022 (Source: Reserve Bank of Fiji, Financial Inclusion Annual Report 2022). The number of mobile money transactions increased from 2.3 million

	Minister for Economy) submits the Stamp Duties (Repeal) Bill to abolish all stamp duties in order to make transactions faster and less costly.			in 2019 to 32.6 million in 2022 (Source: Reserve Bank of Fiji, Financial Access Survey data).

Note: Quoted from the policy action matrix of the ADB's Sustainable and Resilient Recovery Program. It was confirmed that all policy actions had been achieved by November 2021, upon which this project was implemented.
Source: Materials provided by JICA; Questionnaire responses (Ministry of Economy)

< Policy actions added by JICA>

Area	Policy Actions (Note 1)	Policy Actions Supported by JICA After Fund Disbursement (Indicative Actions)	Indicators	Targets (November, 2022)	Status of Continuation at the Time of Ex-post Evaluation (March 2025)
3. Creating an enabling environment for economic recovery in the private sector					
Others (Note 2, *1)	3-5. The Fiji National University (FNU) formulates new vocational training course plans tailored to individuals who lost their jobs due to COVID-19.	FNU implements vocational training courses for those affected by unemployment resulting from COVID-19.	Number of participants in vocational training courses	More than 80 participants	Five courses for a total of 100 participants were implemented in 2022. Although donor support has since ended, FNU has continued similar programmes annually on its own initiative.
4. Strengthening of the health system					
4-1, 2, 3, 4 Measures against non-communicable diseases (NCDs) (*2)	4-1. The Ministry of Health formulates a plan for the Wellness Clinic System.	The Ministry of Health prepares a draft Standard Operating Procedure (SOP) for the Wellness Clinic System.	Draft Standard Operating Procedure	To be prepared	Formulated and introduced
	4-2. The Ministry of Health conducts a pilot workplace health screening programme.	The Ministry selects pilot companies and establishes a system to implement the draft Standard Operating Procedure (SOP) for workplace health screenings.	Number of pilot companies selected	More than 5 companies	More than 70 companies have participated.
	4-3. The Ministry of Health prepares training materials for Motivational Interviewing (MI).	The Ministry of Health and the Fiji National University (FNU) hold consultations on collaboration in training programmes (including MI training) to strengthen measures against NCDs.	Collaboration agreement	To be signed	The agreement has been signed, and MI training packages are being utilised in two faculties of FNU.
	4-4. Primary healthcare workers of the Ministry of Health receive training on Motivational Interviewing (MI).	The Ministry of Health implements MI training at pilot sites, conducted by master trainers who have completed a training-of-trainers programme.	Number of facilities where MI training by master trainers has been conducted	More than 33 facilities	Training has been conducted at all 96 facilities, with a total of 818 participants.

4-5 Promotion of ICT utilisation in the health sector (*3)	4-5. The Ministry of Health positions the promotion of ICT utilisation in the health sector as a key objective for improving the quality of health care services under the National Health Service Strategic Plan 2020–2025.	The Ministry conducts introductory training courses (for doctors and nurses) on strengthening intensive care capacity through the use of telemedicine technologies at the Colonial War Memorial Hospital.	Number of introductory training sessions on strengthening intensive care capacity through telemedicine technologies	More than 16 sessions	A total of 17 sessions were conducted in 2022. No sessions have been held since then.
4-6 Promotion of efficiency in the supply of pharmaceutical products (*4)	4-6. The Ministry of Health conducts a geotechnical survey of the construction site for the Northern Division Labasa Pharmaceutical Warehouse of the Fiji Pharmaceutical and Biomedical Services (FPBS).	The Ministry of Health confirms the personnel and equipment required for the operation of the FPBS Northern Division Labasa Pharmaceutical Warehouse and formulates an operational management plan.	Operational management plan for the FPBS Northern Division Labasa Pharmaceutical Warehouse	To be formulated	The operational management plan was formulated in conjunction with the warehouse's opening in March 2025.
4-7, 8, 9 Establishment of the 5S–KAIZEN–TQM approach (*4)	4-7. The Ministry of Health prepares a draft National 5S–KAIZEN–TQM Implementation Guideline.	The Ministry of Health approves and issues the National 5S–KAIZEN–TQM Implementation Guideline.	Approval and issuance of the guideline	To be approved and issued	The implementation guideline and the good practices compilation were formulated and handed over in March 2025.
	4-8. The Ministry of Health establishes Quality Improvement Teams (QITs) and Work Improvement Teams (WITs) at six pilot healthcare facilities across the country.	The Ministry approves the annual plans and quarterly reports on Quality Improvement (QI) submitted by the six pilot healthcare facilities.	Annual plans and quarterly reports on QI	To be approved	Regular internal evaluations are being conducted.
	4-9. The Ministry of Health shares knowledge on 5S–KAIZEN–TQM developed at the six pilot healthcare facilities with medical institutions nationwide.	The Ministry of Health organises meetings to share experiences and knowledge on 5S–KAIZEN–TQM from the pilot healthcare facilities with other non-pilot health institutions.	Number of facilities participating in the meetings	4 facilities	Knowledge-sharing was achieved with the participation of 17 facilities.

Note 1: It was confirmed that all policy actions had been achieved by November 2021, upon which this project was implemented.

Note 2: After the fund disbursement under this project, activities in the areas marked *1-*4 were expected to be supported through the following technical cooperation projects:

*1: Technical and Vocational Education and Training (TVET) in response to COVID-19 at Fiji National University (October 2020 – March 2022)

*2: The Project for Prevention and Control of Non-Communicable Diseases Phase 2 (January 2022 – January 2026)

*3: Project for Capacity Development of ICU Using Telemedicine under COVID-19 Pandemic (May 2021 – September 2022)

*4: The Project for Improvement of Health Services through 5S-KAIZEN-TQM in Fiji (April 2019 – April 2023)

Source: Materials provided by JICA; Questionnaire responses (Ministry of Economy, Ministry of Health, Fiji National University)