



MINISTRY OF FORESTS

Operational Plan

Aug 2017 - Jul 2018

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TABLE OF CONTENTS

HONORABLE MINISTER’S FOREWORD.....	3
PERMANENT SECRETARY’S STATEMENT	4
CORE BUSINESS OF THE MINISTRY	5
CORPORATE PROFILE.....	5
MINISTRY’S BUDGETARY ALLOCATIONS (AUG 2017 – JUL 2018).....	6
TABLE 1: SEG SUMMARY 2017-2018.....	6
TABLE 2: STAFFING (as at July 31st 2017)	6
OUR CUSTOMERS	7
LEGISLATIVE and REGULATORY RESPONSIBILITIES	8
TABLE 3: FORESTRY SECTOR MANAGEMENT	8
TABLE 4: ORGANISATIONAL MANAGEMENT.....	8
ORGANISATIONAL STRUCTURE	9
INTRODUCTION	10
DEVELOPMENT OF OP 2017-2018.....	12
UPDATE ON ACP 2016-2017 OUTCOMES	12
TABLE 5: 2016-2017 ACP OUTCOME STATEMENTS and OUTPUTS.....	13
TABLE 6: 2016-2017 OUTPUT ANALYSIS.....	14
ALIGNMENT OF OP 2017-2018 WITH THE SDP 2017-2030	16
TABLE 7: FORESTRY SDP PRIORITY AREAS, OBJECTIVES and OUTCOMES.....	17
TABLE 8: ACTIVITIES FOR OP 2017-2018 ARISING FROM PENDING OR CONTINUING DELIVERABLES.....	24
TABLE 9: OP 2017-2018 ACTIVITIES AND CAPITAL PROJECTS WITH BUDGET ALLOCATIONS	25
TABLE 10: INITIATIVES FROM SDP 2017-2030 TO BE PURSUED IN OP 2017-2018.....	27
APPENDICES.....	31
APPENDIX A: ACRONYMS.....	31
APPENDIX B: FORESTRY MAP – VITI LEVU.....	32
APPENDIX C: FORESTRY MAP – VANUA LEVU	33

HONORABLE MINISTER'S FOREWORD



The Forest Sector plays a central role in contributing to Fiji's social, environmental, and economic development, and because of its multiple roles, forests will continue to draw interest from a wide range of stakeholders, from forest owners to conservationists, observers and researchers, climate change, industry players and many others.

Excessive use of natural resources, environmental degradation, and climate change has increased the public attention on the potential role of forests in contributing to the conservation of biodiversity, environmental protection, and addressing the challenges of climate change, but at the same time creating a balance against the role of forests in supporting social, and economic development.

This Operational Plan (OP) will set the direction that the Ministry of Forests will take during the 2017-2018 fiscal year in addressing emerging challenges, and in working together with key stakeholders as the Ministry transitions towards laying a firm foundation for the implementation of the 2017-2030 Strategic Development Plan (SDP), and in order to better deliver on its mandated roles and responsibilities.

This fiscal year, the Ministry of Forests will see to the finalization of its first ever Strategic Development Plan. This Plan will set the stage for the Ministry in the next 13 years as the agent for change in Fiji's Forest Sector. To deliver this ambitious Plan, the Ministry envisages partnering with local government, state agencies, Non-Governmental Organisations (NGOs), private industry and communities across the nation.

This Operational Plan will initiate the transition from the Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSSED) 2010-2014 based planning format to the new requirements of the draft National Development Plan and associated planning templates. The SDP 2017-2030 is guided by the Objectives and targeted Outcomes of the draft National Development Plan, and commitments under the Sustainable Development Goals (SDGs), the United Nations Forum on Forests (UNFF), the United Nations Framework Convention on Climate Change (UNFCCC), and other international obligations that Fiji is a signatory to. This OP, and the following OPs, will not only provide a transition into this changed SDP paradigm, but also provide a transparent and accurate reflection of progress on the SDP through measurable outputs contributing to the overall SDP outcomes.

In setting the direction for the Ministry, I am pleased to introduce the Ministry of Forests Operational Plan 2017-2018 and commend the Plan in its entirety to all staff of the Ministry.

Honorable Osea Naiqamu

Minister for Forests

PERMANENT SECRETARY'S STATEMENT



As the Permanent Secretary for Forests, I have much pleasure in presenting the Operational Plan for the Ministry of Forests for 2017-2018.

The implementation of this OP revolves around the 5 Pillars of the Public Service:

- Excelling in Government Leadership;
- Delivering distinctive quality;
- Ensuring financial effectiveness;
- Improving internal business processes and
- Learning and development culture.

Considerable effort has been applied into executing the changes and refining the tactics we engage to do things in the Ministry to ensure that we continue to meet the high expectations and standards of the people we serve.

The staffing strength of the Ministry currently stands at 83.0 per cent (234 out of the 282 approved posts). The Organisation Structure is and will continue to be realigned under the current Civil Service Reform process in order to accommodate the changing strategic and policy environment of the Ministry in relation to sustainable development of natural resources, and in order to deliver its key Outcomes under the Ministry's SDP.

The reviews of Forest Legislations will continue in this fiscal year in order to bring more transparency and most importantly to guarantee the Sustainable Management of Forest Resources.

The Ministry of Forests has been allocated a total of \$16.0 million for this fiscal year of which \$11.8 (73.7 per cent) is for Operating Expenditures and \$3.6 million (22.5 per cent) for Capital Expenditures. Key capital projects include the Reforestation of Degraded Forest Areas (RDF), Reduce Emission from Deforestation and forest Degradation (REDD Plus), Research and Development of Wood and Non-wood species, Sandalwood Development, Pine Woodlot and Logging, Maritime Pine Schemes, Upgrading of Forest Parks and Reserves, Utilisation of Wood, Upgrading of Forestry Office and Quarters and Regeneration of Indigenous Species.

Constant staff commitment, perseverance and tenacity, coupled with an improved monitoring and assessment framework will warrant the effective implementation of this OP and its deliverables.

I therefore take this opportunity to introduce to you the Operational Plan 2017-2018 and I wish everyone success in its implementation.

Mr Samuela Lagataki
Permanent Secretary for Forests

CORE BUSINESS OF THE MINISTRY

The Ministry is a regulatory and service organisation responsible for the national forestry sector through the following functions:

- ✚ Formulate and implement forest strategies and policies;
- ✚ Provide and administer the regulatory function under the respective Ministry's legislation and regulations;
- ✚ Monitor and evaluate current strategies, policies and deliverables;
- ✚ Develop and promote effective training, communication and awareness, and extension advisory services;
- ✚ Strengthen community and industry networks and support infrastructure;
- ✚ Maintain international bilateral and multilateral commitments; and
- ✚ Undertake applied research for sustainable forest resource management practices and product development.

CORPORATE PROFILE



VISION

- The Leader in forests sustainability and innovation for small island economies



MISSION

- To drive sustainable resource management, economic growth and improve livelihoods through SMART forest policies that is based on applied research and development



VALUES

- Responsible** - We will discharge our duties with accountability
- Resolute** - We will discharge our duties with determination and be firm and fair in our decisions
- Respectful** - We will be sensitive to individual needs and the diversity of views
- Resourceful** - We will be practical, creative, effective and efficient and maintain uncompromising integrity in our daily work
- Reliable** - We will do and deliver what we have committed and promised to our customers

MINISTRY'S BUDGETARY ALLOCATIONS (AUG 2017 – JUL 2018)

TABLE 1: SEG SUMMARY 2017-2018

SEG	SEG PARTICULARS	2017-2018 Allocation FJD
1	Established Staff	3,888,500
2	Government Wage Earners	1,370,400
3	Travel and Communications	463,200
4	Maintenance and Operations	1,296,400
5	Purchase of Goods and Services	1,126,800
6	Operating Grants and Transfers	794,500
7	Special Expenditures	2,817,000
	TOTAL OPERATING	11,756,800
8	Capital Construction	2,270,000
9	Capital Purchase	1,364,000
	TOTAL CAPITAL	3,634,000
13	Value Added Tax	630,000
	TOTAL EXPENDITURE	16,020,800

TABLE 2: STAFFING (as at July 31st 2017)

Prog	Total Approved Est. Post	Total Est. Staffing Strength	Total Approved GWE Post	Total GWE Staffing Strength	Total Project Approve d Post	Total Project Staffing Strength	Total Approved Staff Posts by Prog.	Total Staffing Strength by Prog.
1 – Policy and Admin	14	12	2	2	7	3	23	17
2 - Forestry	136	110	75	65	48	42	259	217
TOTAL	150	122	77	67	55	45	282	234

OUR CUSTOMERS

We take pride in serving our customers with high quality standards of services that are beyond customer expectations. Our customers include:

Resource Owners

- Sustainability to foster economic wealth.

Investors (Business Operators, Industry Associations/Councils)

- Concerns are on policies that safeguard and support their interests and operations e.g. tax concessions.

Public/Consumers

- The public concerns are for their safety and security in relation to information, quality standards and products and services.

Government

- Optimal return to investment.
- Delivery of Outputs in the Budget Statement and in the OP.
- Sustainable growth in exports and foreign exchange.

Other Agencies

- Government agencies, NGOs, Regional and International Organisations, Civil Society Organisations, Statutory Bodies and other organisations that have common interests in Forestry products and services.

LEGISLATIVE and REGULATORY RESPONSIBILITIES

The Ministry of Forests is guided in its daily operations by the following legislation, regulations, policies, plans and manuals.

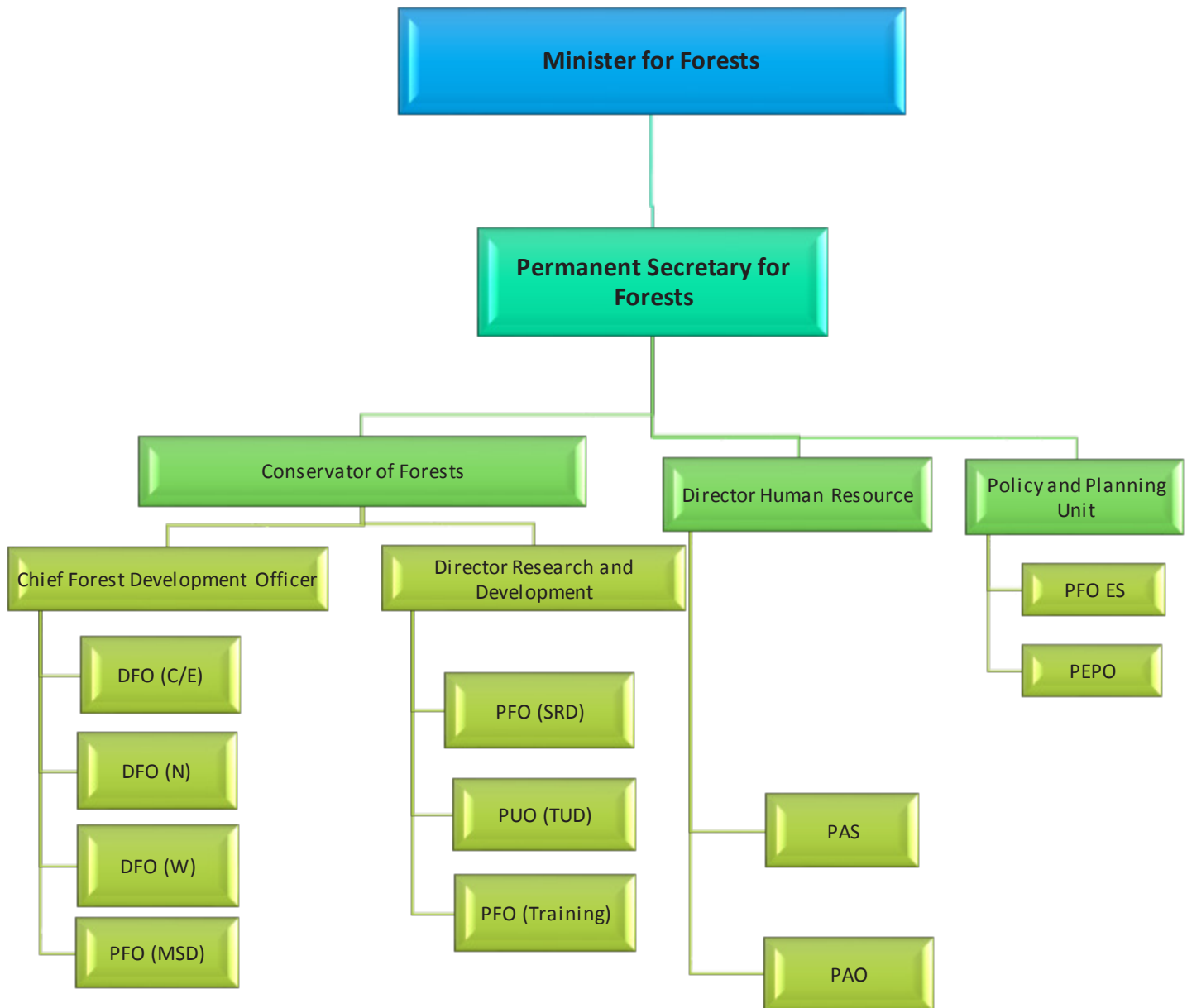
TABLE 3: FORESTRY SECTOR MANAGEMENT

Legislation	Regulations	Policies	Plans	Manuals
- Forest Decree 1992 - Draft Forest Bill 2016 - National Research Bill - Environment Management Act (EMA) - Biosecurity Promulgation - Native Land Trust Act 2012 (amended)	- Draft Harvesting Regulation - Fiji Sawmills Regulations 1968 - Preservative Timber Treatment Regulation 1996 - Forest Guard Regulations 1975 - Forest Fire Prevention Regulation	- Fiji Forests Policy 2007 - REDD+ Policy 2011 - REDD+ Strategy - Forest Certification - Forests Plantation Policy - Climate Change Policy 2012 - Draft Energy Policy 2013 - Fiji Rural and Land Use Policy 2005 - Draft Water Policy for Fiji	- NBSAP - GGF - Draft National Development Plan - Draft Strategic Development Plan 2017-2030	- Forest Harvesting Manual - FFHCOP - Sandalwood Manual - Nursery Manual

TABLE 4: ORGANISATIONAL MANAGEMENT

Legislation	Regulations	Policies	Plans	Manuals
- Constitution of the Republic of Fiji 2013 - Financial Management Act 2004 - Tax Administration Decree 2009 - Fiji Health and Safety at Work Act 1996 - Public Service Act 1999 - Act 2 of 2016 – Amendment to PSC Act - Employment Relations Promulgations 2007 and Employment Relations (Amendment) Act 2016	- Public Service Regulation 1999 - Finance Instructions 2010 - Fiji Procurement Regulations and Amendments 2010	- General Order 2011 Terms and Conditions of Employment for GWE's 2010 - Ministry's Risk Management Policy	- Draft Training Plan - Draft Asset Management Plan - Draft Strategic Workforce Plan - Draft Strategic Development Plan 2017-2030	- MoF HR Manual - MoF Finance Manual

ORGANISATIONAL STRUCTURE



INTRODUCTION

The Ministry of Fisheries and Forests is formally separated into two ministries, namely: Ministry of Fisheries, and Ministry of Forests. This change has allowed the Ministry of Forests to focus its attention on forests in addressing its core roles, responsibilities and plans for the achievement of its desired outcomes on a short-term and long-term basis.

The Ministry of Forests is currently engaged in the development of a long-term Strategic Development Plan (SDP) for the time period 2017-2030. The SDP development is taking place in context of stakeholder needs, new forest product development, industry development, conservation objectives, reforestation, optimizing land use, managing national forest assets and emerging international obligations and issues. The four main areas under consideration are forests, watershed areas, coastal areas, and soil and land conservation. The thirteen year SDP is taking a holistic approach to life-cycle management of resources, for example: mapping and defining forest function classifications, defining forest protection areas, allocating harvest areas, facilitating industry access to resources and new product development, and developing reforestation areas in collaboration with land owners. This will be carried out in collaboration with relevant stakeholders in defining forest areas in transition, and preservation and conservation of forested areas. The Ministry of Forests is also taking into account national and international obligations, industry and private sector needs, as well as, the interests of citizens in developing the SDP.

The whole-lifecycle approach is important in that it will help develop sustainable industries, while addressing the important issues associated with sustainable forests management and conservation. This approach will also facilitate achievement of the relevant Sustainable Development Goals (SDG), and national priorities in a cohesive and effective manner that can be monitored over the life of the SDP 2017-2030 via the stated outcomes and outputs within each subsequent OP.

Significant amounts of work needs to be put in to articulate initiatives that must continue from previous years in order to achieve the SDP outcomes; defining changes in projects for realignment with the SDP outcomes; and the setting up of foundational programs and projects upon which new initiatives can be developed. This OP is transitional in nature, in that it must address the changes introduced by the SDP, as well as initiating changes in current programs and projects, and identify foundational pieces for the SDP implementation plan and the resources that will need to be allocated.

The OP 2017-2018 is a transitional plan that introduces the imperatives of a long-term strategic plan. It is a pivotal plan in which the objectives of the SDP 2017-2030 will be assessed from an implementation perspective in terms of functional platforms, and baseline requirements needed to enable progress towards the long-term SDP goals. This OP provides an update on the achievements from the ACP 2016-2017, and delivers a bridge towards an annual progress on the outcomes of the SDP. As the SDP is finalized and a five year implementation plan developed, the OP will be refined to clearly reflect the deliverables of the first year implementation of the thirteen year SDP. The OP 2017-2018 is structured to provide the following:

- Update on the ACP 2016-2017 and any significant pending outputs that will be addressed in this OP;
- Capital projects and operational projects for which the current budget allocations have already been committed;
- A new OP structure linked directly to the Ministry's SDP 2017-2030 priorities; and
- Initiatives to be undertaken in the current OP to address new efforts directly addressing the SDP priorities.

As the OP 2017-2018 is refined upon finalization of the SDP implementation plan, the format of the OP will present an innovative approach, in that it will associate initiatives and targets within the OP to the current national targets on one hand, and the SDP annual targets on the other hand. Each subsequent OP will, thus, address the annual national targets, and illustrate progress towards the SDP Outcomes. The OP, in effect, will become a de facto development, as well as, a monitoring and evaluation (M and E) system component for the SDP 2017-2030. This approach is also significant in that the yearly development of the OP will precede the Budgeting cycle, thus providing an accurate financial picture for the following fiscal year. This will assist the Ministry in presenting more functional rather than sectorial budget.

One significant area of development that is being addressed in the SDP, but is not a part of this OP is risk management. The Ministry currently does not have any established risk assessment and remediation protocols. The Ministry is in the process of developing a framework for cataloging risk, establishing protocols for determining risk appetite, and remediating registered risks in a systematic manner. The risk management framework will appear in the SDP 2017-2030 and each annual OP will have risk management as an integral component.

DEVELOPMENT OF OP 2017-2018

The OP 2017-2018 takes the following approach in defining initiatives, desired outputs and their link to the SDP priorities for the current year; it is reiterated here that this OP is unique in that it is a document that provides a transition from the RDSSSED based annual corporate plans to annual achievement targets based upon the NDP, current needs and the SDP 2017-2030 desired outcomes.

- An update and analysis on the previous ACP outcomes is provided based on the applicable RDSSSED structure.
- Alignment of the OP 2017-2018 with the SDP 2017-2030 is presented:
 - List of SDP 2017-2030 priorities, objectives and desired outcomes;
 - List of foundational and transitional OP 2017-2018 activities, as discerned from the first year implementation of the SDP;
 - Activities based on the gap analysis between ACP 2016-2018 RDSSSED based outcomes and SDP 2017-2018, NDP based outcomes that need to be addressed in the current OP; and
 - Activities and outputs to be achieved for the OP year 2017-2018, given that the budget cycle and allocations preceded the development of the SDP and the OP for the current year.
- A list of all current and continuing activities and Capital Projects is presented that are relevant to the stated outcomes of the SDP.

UPDATE ON ACP 2016-2017 OUTCOMES

The last ACP, 2016-2017, was a corporate plan for the combined Ministries of Fisheries and Forests. In this section an update on the outcomes related to only the Forests section of the ACP are provided. The targeted Outcomes and Outputs related to Forests from the ACP 2016-2017 are set out below. These Outcomes and Outputs are derived directly from the Strategic Framework for Change – Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSSED) 2010-2014. Even though the RDSSSED was originally crafted for the period 2010-2014, it continues to be the directional document for subsequent ACPs for all Ministries. The RDSSSED is being replaced by a National Development Plan (NDP) 2017, currently in draft. The Ministry of Forests OP 2017-2018 addresses the continuing initiatives and outcomes under the RDSSSED, while aligning itself with the draft NDP. The 2016-2017 ACP outcomes and outputs are presented below in the prescribed format of the RDSSSED:

TABLE 5: 2016-2017 ACP OUTCOME STATEMENTS and OUTPUTS

Targeted Outcomes	Outcome Statement	Outputs
6. Public Sector Reform	To improve public sector efficiency and effectiveness and improve service delivery.	Output 1 – Portfolio leadership, policy advice, financial services and secretariat support
14. International Relations and External Trade	Enhancing global integration and international relations for political and economic advancement.	Output 10 – Strengthen global, regional and national partnerships Output 7 – Sustainable trade environment Output 9 – Value adding and downstream processing
18. Forestry Resources	Sustainable development and management of forest resources.	Output 2 – Research and development Output 6 – Law enforcement – licensing, compliance and monitoring Output 7 – Sustainable trade environment Output 9 – Value adding and downstream processing
26. Poverty Reduction	Reducing poverty to a negligible level.	Output 5 – Food security and income generation
29. Education and Training	Educating the nation for peace and prosperity.	Output 3 – Education and training Output 4 – Public awareness and promotion
31. Gender Equality and Women in Development	Achievement of gender equality and empowerment of women.	Output 11 – Promote gender equality and women in development
36. Disaster Risk Reduction and Disaster Management	Building the national resilience to disasters, reducing vulnerability and risks and adapting to climate change.	Output 8 – Climate change adaptation, mitigation and resilience

All significant achievements in the desired Outputs and Outcomes of the ACP 2016-2017 are reported below:

TABLE 6: 2016-2017 OUTPUT ANALYSIS

Outputs	Remarks on Outputs and Outcomes
Output 1 – Portfolio Leadership, Policy Advice, Financial Services and Secretariat Support	- Government decisions on forestry issues are well informed through the provision of Cabinet Papers and Parliamentary statements. - Public/Stakeholders informed of the activities of the Ministry and made aware of new policies. - Partnership, coordination and collaboration with stakeholders strengthened. - Work continues on increasing revenue to improve livelihood of communities through the revision of fees and charges. - Plans and Policies are under development to ensure compliance and accountability and also to improve staff capability thus improving efficiency and effectiveness. - Improved data storage and management with the creation of databases.
Output 10 – Strengthen Global, Regional and National partnerships	- Increased collaboration and partnerships (Korea, Indonesia, ACIAR, WCS) – Staff gained exposure and developed knowledge in the trainings and workshops hosted by partners. - New areas identified by development partners for training to boost capacity (i.e. training component to include Biodiversity Conservation and Protected Area Management). - Gaining International Recognition - awarded the QCC Project achievement at Buckingham Palace - Fiji recognised for its Forest Parks.
Output 7 – Sustainable Trade Environment	Forestry Business guides – public, industries and other stakeholders are well informed with the provision of an information toolkit.
Output 9 – Value Adding and Down Stream Processing	TMA targets pushed back due to the effects of TC Winston.
Output 2 – Research and Development	Research on other species viable for commercial use to reduce pressure on current timber stock – new opportunities being explored in the next OP.
Output 6 – Law Enforcement – Licensing, Compliance and Monitoring	- Increased compliance by industries – enforcement of the FFHCOP and DLT. - Increased monitoring and control through the issuance of licenses. - Increased number of industry assisted through tax concession and incentives

Outputs	Remarks on Outputs and Outcomes
Output 7 – Sustainable Trade Environment	- scheme. - MSME's assisted through Forestry Scarf Scheme.
Output 9 – Value Adding and Down Stream Processing	- Value-adding of waste wood into products documented and awareness of products to cottage industries. - Increased percentage of cottage industry established.
Output 5 – Food Security and Income Generation	- Mangrove and coastal species nurseries established for coastal rehabilitation ensuring sustainable food sources. - Provision of seedlings to communities for income generation. - Reforestation of degraded areas, thus increasing forest cover. - Assistance for the public through the Forest Subsidy Scheme for income generation and product development. - Communities assisted with the harvesting of their matured timber resources to improve living standards.
Output 3 – Education and Training	Capacity development for communities, industries and Forestry staff to better manage its forest resources.
Output 4 – Public Awareness and Promotion	SFM practices promoted through media, promotional materials and at international/national events.
Output 11 – Promote Gender Equality and Women in Development	Increased number of women participation in trainings and employment/representation in the Forest Sector.
Output 8 – Climate Change Adaptation, Mitigation and Resilience	- Increased documentation of forest reserves. - Establishment of Conservation areas. - Demarcation and maintenance of forest reserves. - Draft REDD+ Strategy and Guidelines developed.

ALIGNMENT OF OP 2017-2018 WITH THE SDP 2017-2030

As mentioned previously, the OP 2017-2018 is being developed in light of the OP having to address the plans for only the Ministry of Forests, as well as the SDP 2017-2030 requirements for the current year, which are currently under development.

The Ministry of Forests has identified 6 strategic priority areas for the SDP 2017-2030. Within these 6 strategic priority areas, there are 14 objectives. The SDP 2017-2030 for the Ministry of Forests takes into account many sources and documents, including the draft NDP five and twenty year plan requirements, in laying out the priorities, outcomes, and objectives that must be addressed and achieved over the next thirteen years.

Initiatives undertaken by the Ministry of Forests in the OP 2017-2018 and subsequent OPs will contribute outputs aggregating towards the achievement of the strategic outcomes associated with each strategic priority area of the SDP. Following are the Strategic Priority areas and Objectives for the SDP 2017-2030, which are then addressed in this OP through specific initiatives.

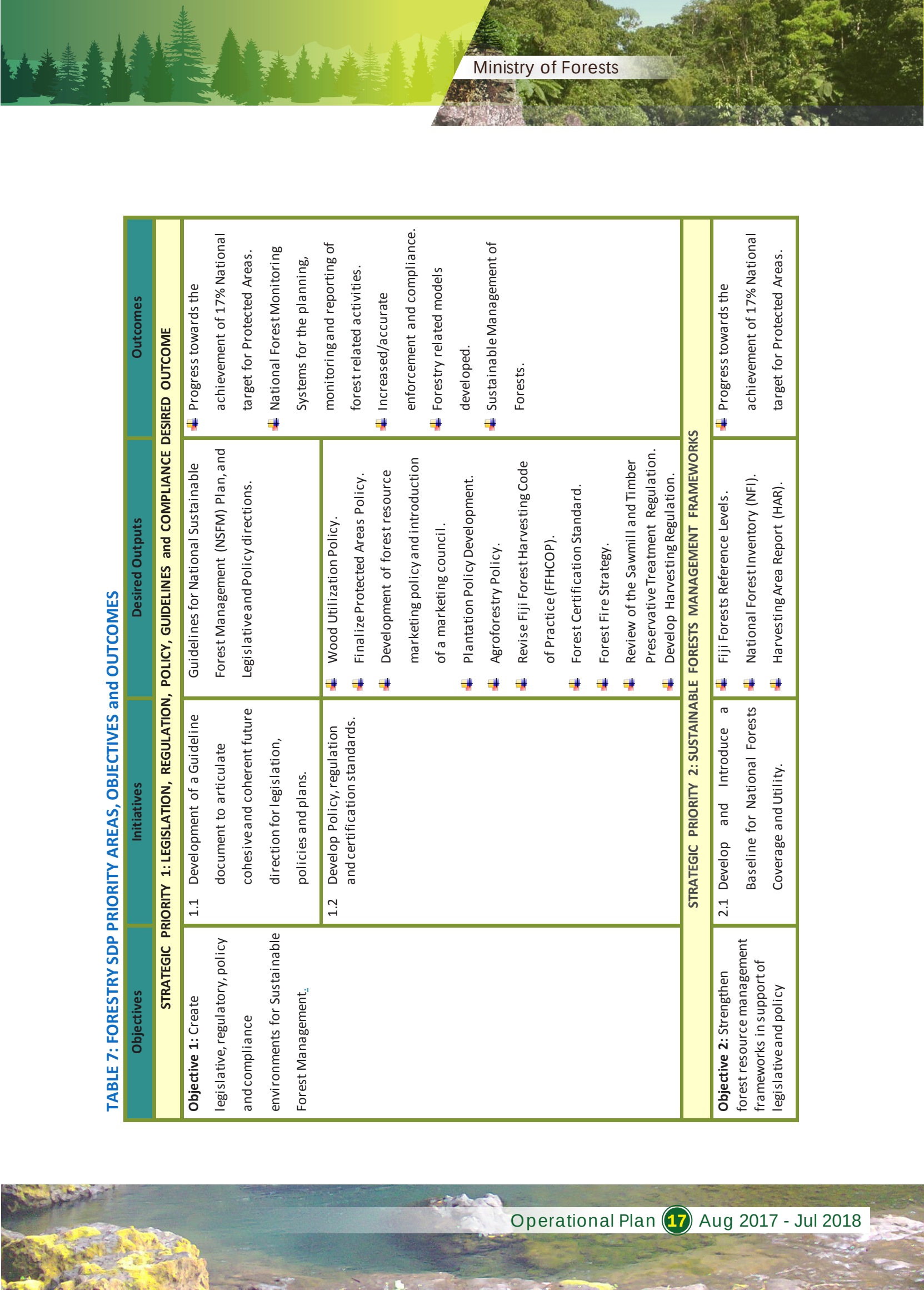


TABLE 7: FORESTRY SDP PRIORITY AREAS, OBJECTIVES and OUTCOMES

Objectives	Initiatives	Desired Outputs	Outcomes	
STRATEGIC PRIORITY 1: LEGISLATION, REGULATION, POLICY, GUIDELINES and COMPLIANCE DESIRED OUTCOME				
Objective 1: Create legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	1.1 Development of a Guideline document to articulate cohesive and coherent future direction for legislation, policies and plans.	Guidelines for National Sustainable Forest Management (NSFM) Plan, and Legislative and Policy directions.	 Progress towards the achievement of 17% National target for Protected Areas.	
			 National Forest Monitoring Systems for the planning, monitoring and reporting of forest related activities.	
	1.2 Develop Policy, regulation and certification standards.	 Wood Utilization Policy.	 Finalize Protected Areas Policy.	 Increased/accurate enforcement and compliance.
			 Development of forest resource marketing policy and introduction of a marketing council.	 Forestry related models developed.
		 Plantation Policy Development.		 Sustainable Management of Forests.
		 Agroforestry Policy.		
		 Revise Fiji Forest Harvesting Code of Practice (FFHCOP).		
		 Forest Certification Standard.		
		 Forest Fire Strategy.		
		 Review of the Sawmill and Timber Preservative Treatment Regulation.		
 Develop Harvesting Regulation.				
STRATEGIC PRIORITY 2: SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS				
Objective 2: Strengthen forest resource management frameworks in support of legislative and policy	2.1 Develop and Introduce a Baseline for National Forests Coverage and Utility.	 Fiji Forests Reference Levels.  National Forest Inventory (NFI).  Harvesting Area Report (HAR).	 Progress towards the achievement of 17% National target for Protected Areas.	

Objectives	Initiatives	Desired Outcomes	Outcomes
imperatives, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation.	2.2 Collate National Forested Area Maps by Functionality.	Forest Cover maps by functionality. Biodiversity Conservation areas.	National Forest Monitoring Systems for the planning, monitoring and reporting of forest related activities. Increased/accurate enforcement and compliance. Forestry related models developed. Sustainable Management of Forests.
	2.3 Produce Forestry related Models.	Carbon Financing models. Forest resource utilization for biomass wood energy production. Agroforestry models.	
	2.4 Develop Plans for the sustainable management of forest resources.	National Sustainable Forests Management Plan. Collaboration on the development/review of National Land Use Plan. Watershed Management plan (to reduce soil erosion). Collaboration with other agencies on Watershed Management for water quality and environmental factors. National Forest Landscape Restoration Strategy and Action Plan. Coastal Rehabilitation Management Plan. Mangrove replanting Strategy and Plan (with stakeholders). Permanent Forest Estate (PFE) established.	

Objectives	Initiatives	Desired Outputs	Outcomes
	2.5 Develop or enhance Forest Monitoring Systems.	- National REDD+ Measuring Reporting Verification (MRV) guidelines. - National Forest Monitoring System.	
STRATEGIC PRIORITY 3: CAPACITY BUILDING (MINISTRY AND STAKEHOLDERS)			
Objective 3: Enhance knowledge development through education, research, and training for the Ministry and its stakeholders.	3.1 Enhance creativity and innovation, including entrepreneurship, at all levels of education and training and introduce topic-specific modeling.	- Draft a Training Framework. - Introduction of new training programs and modules. - Sponsored research for forestry models.	- Research based models for decision and policy making. - Broaden base for forestry related activities and jobs.
	4.1 Develop Seed banks and nurseries. 4.2 Improve commitment towards replanting activities with industry and partners. 4.3 Development and promotion of wood and non-wood value adding industries. 4.4 Maximizing utilization of low-value tree species. 4.5 Maximizing utilization of wood residues from forest harvesting areas and timber	- Establishment of a sustainable plantation expansion program. - Agreements on Reforestation of Private Lands. - Joint policy with Agriculture and TLTB and Lands Department on Reforestation of Degraded and Depleted Farm lands. - Coordination on biomass and secondary wood products utilisation for energy production. - Urban forestry policy.	- Strengthen and enhance afforestation and reforestation coverage. - Assimilated environment for policy development. - Better integration of diverse views and objectives. - Improved sustainability of forestry initiatives. - Improved Public Private Partnerships (PPP). - Optimisation of forestry products, balancing
Objective 4: Develop capacity and capability for the Ministry's stakeholders through joint Agreements, MOUs and Partnerships.			

Objectives	Initiatives	Desired Outputs	Outcomes
	processing facilities. 4.6 Enhancement of Forest Protected Areas concept with stakeholders. 4.7 Strengthen Public Private Partnerships (PPP).		conservation versus product development.
STRATEGIC PRIORITY 4: STEWARDSHIP			
Objective 5: Support commercial development, businesses and products related to Forestry.	5.1 Strengthen Public Private Partnerships (PPP). 5.2 Development of wood and non-wood value adding industries. 5.3 Promote non-timber forest product development. 5.4 Maximizing utilization of low-value tree species. 5.5 Maximizing utilization of wood residues from forest harvesting areas and timber processing facilities. 5.6 Promote Export of wood and non-wood products. 5.7 Forest certification standard products.	Development of forest resource marketing policy and introduction of a marketing council. Annual assessment of Industry needs and recommendations to Ministry of Economy regarding incentives.	Increased exports of wood and non-wood products. Reduce pressure on depleting resources. International recognition of Fiji's forestry products. Optimisation of forestry products, balancing conservation versus product development. Increased employment and entrepreneurship.

Objectives	Initiatives	Desired Outputs	Outcomes
Objective 6: Global participation in Forestry Initiatives and Standards (including carbon trading).	6.1 Adopt national SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations.	Improved achievement on SDG target, Global Forest Goals, CBD-Aichi Targets and other international obligations.	- Raising the conservation profile of the country. - A balanced approach to conservation and industry development.
	6.2 Develop a coherent and inclusive Carbon Trading Policy and mechanisms.	- Carbon financing mechanism. - Preparation for Carbon trading database. - Review of 2011 REDD+ Policy.	Progress towards REDD+ results-based payments.
Objective 7: Foster awareness and social responsibility (Climate change, good citizens, gender equality, disability issues and other issues or commitments).	7.1 Develop Outreach Programs on Climate Change (REDD+), Carbon Impact, SDGs and other commitments	Review embedding SDGs, Global Forest Goals and other international obligations in all relevant Ministerial Publications and Plans.	Social awareness of Sustainable Forest Management and Climate Change impact on Forests.
STRATEGIC PRIORITY 5: FOREST FINANCING			
Objective 8: Develop financing mechanisms related to conservation and protection measures.	Develop the following: 8.1 Benefit sharing mechanism. 8.2 Financial Strategy for NSFM. 8.3 Long-term financial management plan for NSFM. 8.4 Forest Trust Fund. 8.5 Plans for Sustainable forest	- Financial Strategy for NSFM. - Structure for a Forestry Trust Fund. - Financial Strategies. - Improved Revenue Management for Ministry of Forests.	- Clearer articulation of funding mechanisms. - Transparency in Revenue Stream and Expenditures. - Better understanding of financial aspects of national forestry asset management.

Objectives	Initiatives	Desired Outputs	Outcomes
	finance for conservation, reforestation and carbon trading. 8.6 Financial strategy for forest landscape restoration. 8.7 Evaluation of the Ministry of Forest's revenue streams and expenditures.		
Objective 9: Increased transparency and efficiency of Forest Revenue Systems.	9.1 Evaluation of Revenue systems associated with Forestry.	Improved Ministry's Management. Revenue	
STRATEGIC PRIORITY 6: ORGANISATION EFFECTIVENESS			
Objective 10: Build capacity and efficiency in Human Resource Department.	10.1 Review HR Policies.	Recruitment selection Policy. Discipline Policy. Job Evaluation Policy. Performance Management Policy. Training and Development Policy.	Policies aligned with Public Service Commission Guidelines. Improved HR functionality, performance, staff satisfaction and retention.
	10.2 Review Ministerial Organisational structure, Position descriptions and Qualifications in context of current and future needs.	Revised Organisational chart and Position Descriptions. Development of the Strategic Workforce Plan.	More relevant Organisational structure providing better services as per the civil service reform guidelines.

Objectives	Initiatives	Desired Outputs	Outcomes
Objective 11: Utilise Information Management to more effectively support decisions and planning.	Conduct the following: 11.1 Assessment of Data and Information Needs of the Ministry. 11.2 Assessment of common data utilisation with Ministries. 11.3 Build decision support system framework.	 Databases designed for optimal data and information use within the Ministry and in collaboration with other stakeholders.	 Improved information gathering and sharing within and outside Ministry in support of decision making.
Objective 12: Enhance Planning and Assessment capabilities.	12.1 Develop a planning cycle for the Ministry. 12.2 Catalogue of Monitoring and Evaluation (M&E) Activities. 12.3 Link M&E requirements with IT database development.	 Planning calendar for Ministry of Forests.  Coordinated M&E Activities for Operational and Strategic Objectives.  Consistent and verifiable data for planning and decision making.	 Consistent and quality data and information for planning.
Objective 13: Improve Communications within the Ministry and between the Ministry and Stakeholders.	13.1 Develop a Communications plan with stakeholders. 13.2 Advance communication with current technologies.	 Communications Plan that addresses targets and modalities.	 Relevant sharing of information to stakeholders incorporating modern delivery mechanism.
Objective 14: Develop and extend Outreach by the Ministry to remote stakeholders and partners.	14.1 Facilitate collaborations with other Ministries, Partners and Stakeholders to collectively achieve Ministerial goals.	 Better informed citizens.	 Cooperation of citizens in achieving national/international goals.  Further development of socially responsible citizens.

TABLE 8: ACTIVITIES FOR OP 2017-2018 ARISING FROM PENDING OR CONTINUING DELIVERABLES

ACP 2016-2017 Pending Deliverables		Comments	OP 2017-2018 Actions
Plantation Policy.		Finalization pending.	Finalize policy.
HR Policies: 1. Performance Management. 2. Training and Development Policy. 3. Recruitment and Selection Policy. 4. Discipline Policy.		Pending developments.	Review, refine or create pending policies.
Review of MoF Finance Manual.		Yet to be reviewed.	Review to be completed.
Regulations: 1. Promulgation of reviewed Forest Decree. 2. Sawmill (reviewed). 3. Treatment Plant (reviewed). 4. Harvesting (new).		1. With Cabinet Office. 2. With Solicitor General's Office (SGO). 3. With Solicitor General's Office (SGO). - With Solicitor General's Office (SGO).	Pursue completion of all 4 regulations.
Plans: 1. MoF Strategic Development Plan (2016-2021). 2. Review and development of OP 2017-2018. 3. Strategic Workforce Plan (SWP). 4. Staff Training and Development Plan. 5. Asset Management Plan.		1. Not developed. 2. Delayed. 3. SWP dependent upon SDP. 4. Pending. 5. Pending.	1. Finalisation of MoF Strategic Development Plan 2017-2030 with a 5 year Implementation Plan. 2. Plan presented. 3. With the development of SDP 2017-2030, associated SWP will be developed. 4. SDP initiative on HR efficiency and capacity building will address staff training and development. 5. Asset Management Plan completed.
National Action Plan for the Implementation of Forest Instrument in Fiji.		In draft – not yet adopted.	Integrated into the SDP 2017-2030.
Sandalwood Management Plan.		Pending.	Compile Sandalwood Inventory Report.
Promulgation of forestry fees and charges.		Embedded in the Forest Harvesting Regulation.	(Next step – preparatory work for the Plan to be conducted in subsequent OP). Endorsed by Ministry of Economy.

ACP 2016-2017 Pending Deliverables	Comments	OP 2017-2018 Actions
M and E Development.	Impact analysis report on OP pending.	Strengthen OP reporting and analysis structure.

The following table presents the various programs and activities for which current budget allocations exist. Even though it is unconventional to present capital projects and allocations alongside of operational budgets, it is done here to illustrate all the money allocated to specific activities for this time period. The table rows are to be read in terms of specific activities with operational allocations and certain capital investments.

TABLE 9: OP 2017-2018 ACTIVITIES AND CAPITAL PROJECTS WITH BUDGET ALLOCATIONS

Program	Activities	Non-capital projects allocations	Capital Projects 2017-2018	Desired Outcomes for Capital Projects 2017-2018	Capital projects Allocation 2017-2018
1. Policy and Admin.	1. General Admin and Accounts.	\$1,482,800	Upgrade of Office and Forestry Quarters.	Improve working and living conditions for staff.	\$200,000
	2. Economic Policy, Planning and Statistics.	\$574,600	Fiji Pine Trust.	Sustainable management of Communally owned Pine plantations.	\$560,000
2. Forestry.	1. General Admin.	\$2,571,500			-
	2. Forestry Conservation and Management Services.	\$3,129,100	Reducing Emissions from Deforestation and Forest Degradation (REDD+).	To complete the Readiness Phase.	\$2,529,000
	3. Training and Education.	\$997,700	Purchase of Harvesting Machine (R).	Assist Maritime Pine Schemes harvesting operations and to train certified operators.	\$722,000
	4. Silviculture Research, Resource Assessment and Development.	\$609,200	Sandalwood Development.	Sustainable management of the sandalwood species.	\$100,000
			Purchase of Seed Growth Chamber and Misting Unit.	Improve research facilities.	\$50,000

Program	Activities	Non-capital projects allocations	Capital Projects 2017-2018	Desired Outcomes for Capital Projects 2017-2018	Capital projects Allocation 2017-2018
	5. Timber Utilisation and Research and Product Development.	\$1,493,300	Reforestation of Indigenous Species.	Revive local indigenous species.	\$250,000
			Research and Development of Wood and Non Wood species.	Promote lesser known species to our local timber trade industries.	\$150,000
			Utilisation of Wood.	Enhance value adding on our timber products.	\$350,000
			Pine Woodlot Logging (Gau, Cicía, Kadavu).	Revive The Community Pine Development Scheme.	\$342,000
			Lakeba Pine Scheme.	Revive The Community Pine Development Scheme.	\$350,000
	6. Monitoring, Control and Surveillance; 7. Extension and Advisory Services (Harvesting and Logging; Planting and Afforestation)	\$4,657,400	Forest Subsidy.	Promote small cottage industries.	\$50,000
			Monitoring, Control and Surveillance.	Enhance compliance level of operations.	\$100,000
			Reforestation of Degraded Forests (RDF).	Improve Fiji's forest cover.	\$500,000
			International Tropical Timber Organisation (ITTO) Project.	Coastal Rehabilitation.	\$76,925
			Upgrading and maintenance of Forest Parks.	Improving Forest Park facilities to provide better services.	\$100,000
	8. Forest Parks, Recreation and Nature Reserves.	\$505,500	Nadarivatu De-Reservation.	Boundary demarcation of Dereserved areas within our Forest Reserves.	\$2,500

TABLE 10: INITIATIVES FROM SDP 2017-2030 TO BE PURSUED IN OP 2017-2018

SDP OBJECTIVE	SDP INITIATIVE	OP 2017-2018 ACTION
Objective 1: Create legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	Development of a Guideline document to articulate cohesive and coherent future direction for legislation, policies and plans.	Initiate planning for development of the Guideline Document.
	Develop Policy, regulation and certification standards.	Development of the following: ✚ Plantation Policy. ✚ Forest Fire Strategy. ✚ Review of the Sawmill and Timber Preservative Treatment Regulation. ✚ Harvesting Regulation.
Objective 2: Strengthen forest resource management frameworks in support of legislative and policy imperatives, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation.	Develop and Introduce a Baseline for National Forests Coverage and Utility.	Initiate Updating of: ✚ Fiji Forests Reference Levels. ✚ National Forest Inventory. ✚ Harvesting Area Report (HAR).
	Collate National Forested Area Maps by Functionality.	Publish current: ✚ Forest Cover maps by functionality. ✚ Biodiversity Conservation areas.
	Produce Forestry related Models.	✚ Initiate development of Carbon Financing models (will continue for 5 years).
	Develop Plans for the sustainable management of forest resources.	Progress dependent on the development of Guideline document from Objective 1.
	Develop or enhance Forest Monitoring Systems.	✚ National REDD+ Measuring Reporting Verification (MRV) guidelines (will continue for 5 years).

SDP OBJECTIVE	SDP INITIATIVE	OP 2017-2018 ACTION
		Progress on developing the National Forest Monitoring System (multi-year project).
Objective 3: Enhance knowledge development through education, research, and training for the Ministry and its stakeholders.	Enhance creativity and innovation, including entrepreneurship, at all levels of education and training and introduce topic-specific modeling.	- Draft a Training Framework. - Introduction of new training programs and modules.
Objective 4: Develop capacity and capability for the Ministry's stakeholders through joint Agreements, MOUs and Partnerships.	- Improve commitment towards replanting activities with industry and partners. - Strengthen Public Private Partnerships (PPP).	- Start negotiations with other Ministries and relevant partners on Reforestation of Degraded and Depleted Farmlands. - Coordinate with industry on biomass and secondary wood products utilization for energy production.
Objective 5: Support commercial development, businesses and products related to Forestry.	- Strengthen Public Private Partnerships (PPP). - Development of wood and non-wood value adding industries. - Promote non-timber forest product development. - Maximizing utilization of low-value tree species. - Maximizing utilization of wood residues from forest harvesting areas and timber processing facilities. - Promote Export of wood and non-wood products. - Forest certification standard products.	- Start negotiations for the development of forest resource marketing policy and introduction of a marketing council. - Annual assessment of industry needs and recommendations to Ministry of Economy regarding incentives.
Objective 6: Global participation in Forestry Initiatives and Standards (including carbon trading).	Adopt national SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations.	Continue to improve upon achievement of SDG target, Global Forest Goals, CBD-Aichi Targets and other international obligations.
Objective 7: Foster awareness and social	- Develop a coherent and inclusive Carbon Trading Policy and mechanisms. - Develop Outreach Programs on Climate Change	- Preparation for Carbon trading database. - Review embedding SDGs, Global Forest Goals

SDP OBJECTIVE	SDP INITIATIVE	OP 2017-2018 ACTION
responsibility (Climate change, good citizens, gender equality, disability issues and other issues or commitments).	(REDD+), Carbon Impact, SDGs, and other international commitments.	and other international obligations in all relevant Ministerial Publications and Plans.
Objective 8: Develop financing mechanisms related to conservation and protection measures.	Develop the following: - Benefit sharing mechanism. - Financial Strategy for NSFM. - Long-term financial management plan for NSFM. - Forest Trust Fund. - Plans for Sustainable forest finance for conservation, reforestation and carbon trading. - Financial strategy for forest landscape restoration. - Evaluation of the Ministry of Forest's revenue streams and expenditures.	OP Actions to be developed once SDP 2017-2030 Implementation Plan has been developed.
Objective 9: Increased transparency and efficiency of Forest Revenue Systems.	Evaluation of Revenue systems associated with Forestry.	OP Actions to be developed once SDP 2017-2030 Implementation Plan has been developed.
Objective 10: Build capacity and efficiency in Human Resource Department.	Review HR Policies.	Continuation of work from 2016: - Recruitment selection Policy. - Discipline Policy. - Job Evaluation Policy. - Performance Management Policy. - Training and Development Policy.
	Review Ministerial Organisational structure, Position descriptions and Qualifications in context of current and future needs.	Revised Organisational chart and Position Descriptions.
Objective 11: Utilise Information Management to more effectively support decisions and planning.	Conduct the following: - Assessment of Data and Information Needs of the Ministry. - Assessment of common data utilisation with Ministries.	Report on data needs of the Ministry with consideration towards common or shared data with other Ministries.

SDP OBJECTIVE	SDP INITIATIVE	OP 2017-2018 ACTION
Objective 12: Enhance Planning and Assessment capabilities.	Develop a planning cycle for the Ministry.	Develop Planning Calendar for Ministry of Forests.
Objective 13: Improve Communications within the Ministry and between the Ministry and Stakeholders.	- Develop a Communications plan with stakeholders. - Advance communication with current technologies.	Develop a Communications Plan that addresses targets and modalities.
Objective 14: Develop and extend Outreach by the Ministry to remote stakeholders and partners.	Facilitate collaborations with other Ministries, Partners and Stakeholders to collectively achieve Ministerial goals.	Develop an Outreach Plan.

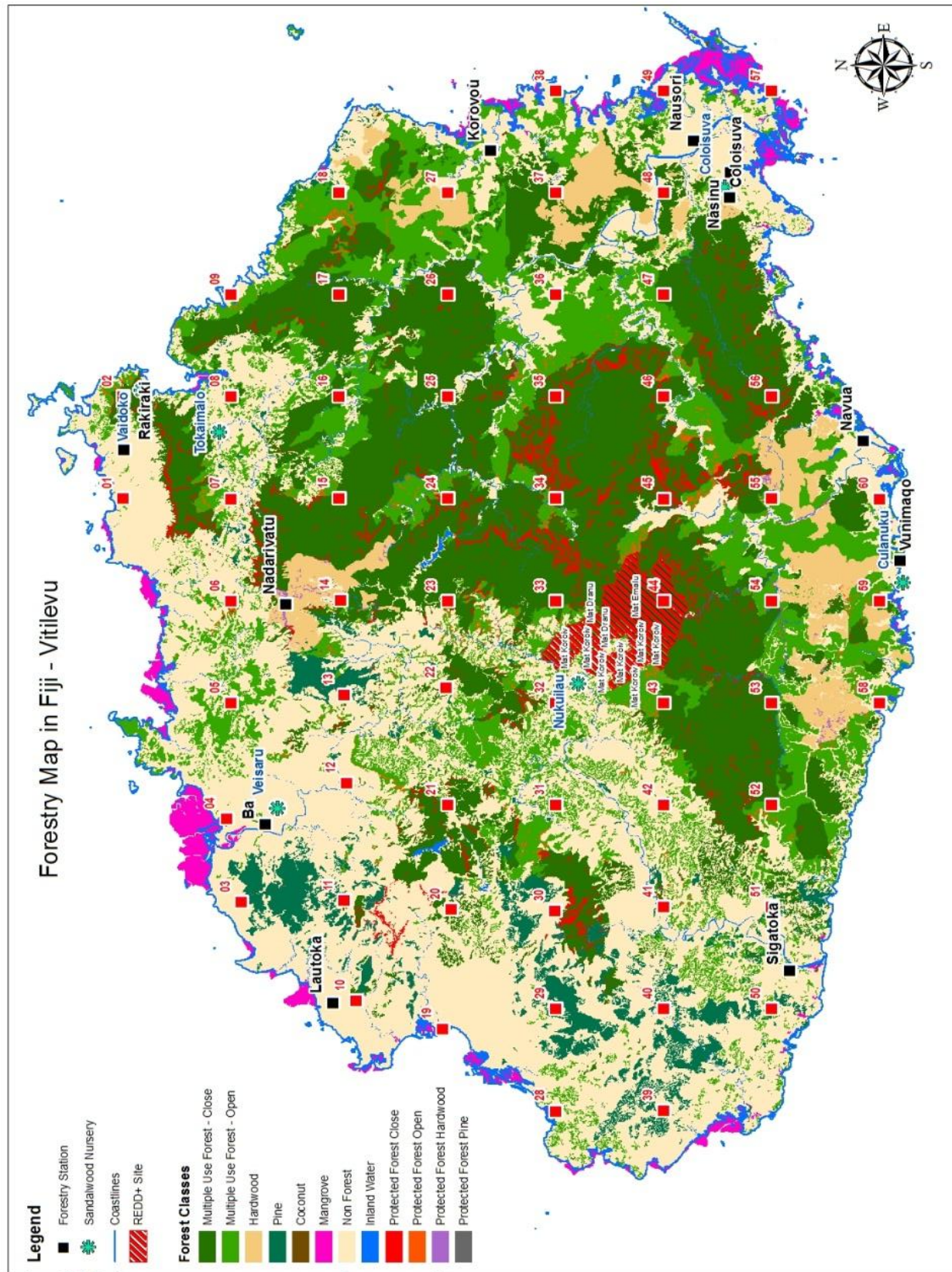
Since the OP 2017-2018 is presented as a pivotal corporate plan that provides a bridge from the Roadmap to the new Strategic Plan and the draft National Development Plan objectives and targets, it entails introduction of certain initiatives that are foundational in character and will be developed further in subsequent OPs. This OP will also be refined later this year to reflect the final developed SDP 2017-2030 and its first five years implementation plan. Some of the initiatives will obviously achieve their desired outputs over numerous OPs. The SDP is designed to clearly articulate desired outcomes, and the OP initiatives will provide related outputs and impact statements to clearly illustrate progress towards the SDP outcomes.

APPENDICES

APPENDIX A: ACRONYMS

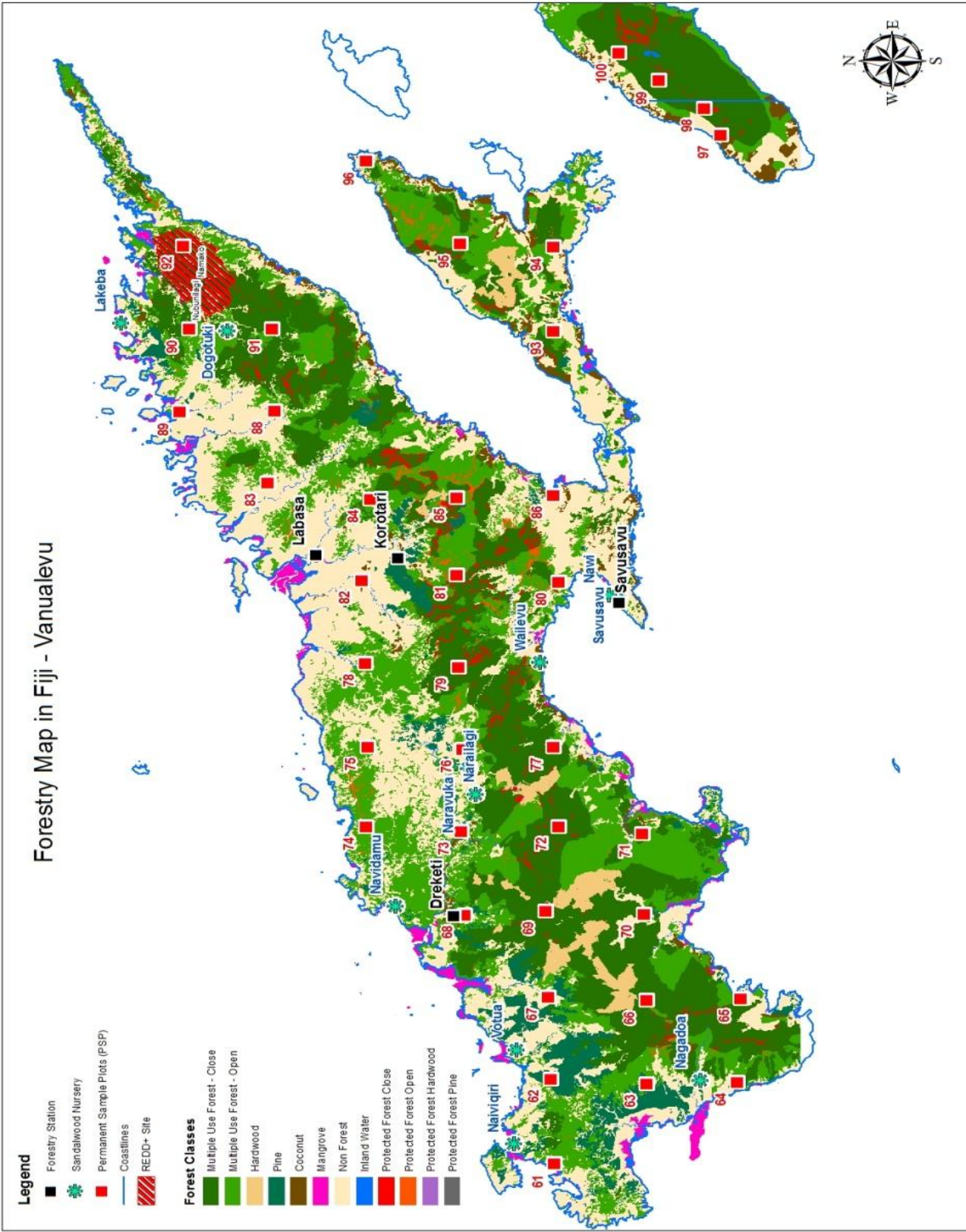
AAC	Annual Allowable Cut
ACIAR	Australian Centre for International Agricultural Research
ACP	Annual Corporate Plan
CBD	Convention on Biological Diversity
CI	Conservation International
DLT	Diameter Limit Table
FFHCOP	Fiji Forest Harvesting Code of Practice
GGF	Green Growth Framework
HAR	Harvesting Area Report
HR	Human Resource
ITTO	International Tropical Timber Organisation
MoF	Ministry of Forests
MSMEs	Micro Small Medium Enterprises
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NFI	National Forest Inventory
NSFM	National Sustainable Forest Management
OP	Operational Plan
PSP	Permanent Sample Plots
RDF	Reforestation of Degraded Forests
REDD	Reducing Emissions from Deforestation and Forest Degradation
PPP	Public Private Partnership
QCC	Queen's Commonwealth Canopy
SDG	Sustainable Development Goals
SDP	Strategic Development Plan
SEG	Standard Expenditure Group
SGO	Solicitor General's Office
SMART	Simple, Measurable, Achievable, Realistic and Timeliness
SWP	Strategic Workforce Plan
TLTB	iTaukei Lands Trust Board
TMA	Trading and Manufacturing Account
WCS	Wildlife Conservation Society

APPENDIX B: FORESTRY MAP – VITI LEVU





APPENDIX C: FORESTRY MAP – VANUA LEVU





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