

MINISTRY OF FORESTRY



**ANNUAL OPERATIONAL PLAN
AUG 2019 – JUL 2020**

**Saves the climate, creates jobs
and gives shade: A Tree.**

The Science behind it

Scientists found that there are approximately three trillion trees in the world¹. Yet, there is space for an additional 600 billion mature trees²; all of which can be planted without competing with agricultural lands. To successfully achieve this number, we must plant at least a trillion trees to make sure that enough will survive. Additionally, we must protect more than 170 billion trees at imminent risk of destruction³, as they absorb carbon and are a critical part of the world's essential ecosystems.

The trillion trees do not replace the need to avoid carbon emissions, as agreed in Paris, but are a crucial part of addressing the climate crisis. It's estimated that a trillion trees could capture 25% of all human-made CO₂ emissions⁴ – an important part of stabilizing global temperature rise at 1.5°C⁵.

Dear Delegates,

We are mobilizing to protect our future. We encourage individuals to utilize their resources, influence, and outreach to transform the world's economy into a sustainable one.

A trillion trees have the potential to cool the earth by 1°C. Please spread the word, plant trees, and become a Beleafier.

Yugratna Felix
Yugratna and Felix
Co-Founders of
Plant-for-the-Planet

Patricia Espinosa
Patricia Espinosa
Executive Secretary of
the UNFCCC



Trees for
Climate Justice

- [1] Crowther, T.W. et al. (2015) Mapping tree density at a global scale. *Nature* 525, 201–205.
- [2] Cropper, T.W. et al. (2017) Predicting Global Forest Reforestation Potential.
- [3] WWF (2011) Living Forests Report: Chapter 1 – Forests for a Living Planet. WWF, Gland, Switzerland.
- [4] The 600 billion trees could capture 334 gigatons of CO₂. Source: Cropper, T.W. et al. (2017)
- [5] The 2015 Paris Accord formulates efforts to pursue efforts to limit the temperature increase to 1.5°C. The agreement alone will not suffice to achieve these limits – the Trillion Tree Campaign will help bridge the difference (the 'ambition gap').

Join in today.

If you plant at a larger scale, feel free to register your own planting project and make it visible to the world.
plant-for-the-planet.org



Comments and enquiries should be directed to:

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ACRONYMS

FFHCOP	Fiji Forest Harvesting Code of Practice
GGF	Green Growth Framework
HAR	Harvesting Area Report
HR	Human Resource
ITTO	International Tropical Timber Organisation
MOE	Ministry of Economy
MOF	Ministry of Forestry
MRV	Measuring, Reporting, Verification
NDP	National Development Plan
NFI	National Forest Inventory
OP	Operational Plan
RDF	Reforestation of Degraded Forests
REDD	Reducing Emissions from Deforestation and Forest Degradation
SDG	Sustainable Development Goals
SDP	Strategic Development Plan
SEG	Standard Expenditure Group
SGO	Solicitor General's Office
SMART	Simple, Measurable, Achievable, Realistic and Timely
SOP	Standard Operating Procedures
TMA	Trading and Manufacturing Account
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nation Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests

FOREWORD BY THE MINISTER FOR FORESTRY, HONOURABLE OSEA NAIQAMU



The Forestry Sector will increasingly become highly critical especially in the face of the ongoing threat of climate change and the need to sustainably manage our natural resources, and to grow our economy.

Trees and forests play vital roles in climate change mitigation and adaptation, in environment protection and increasing biodiversity, and in growing our economy and improving livelihoods for all Fijians – all of which will lead to socio-economic and political stability.

With renewed efforts to fulfill these roles, and more, the Ministry has embarked on a series of activities that include but are not limited to the ambitious initiative to plant millions of trees annually.

His Excellency the President of the Republic of Fiji, Major-General (Ret'd) Jioji Konrote, in January 2019 planted the first tree under the initial target of 4 million trees in 4 years. This was followed by the Prime Minister Honourable Josaia Voreqe Bainimarama and various dignitaries both locally and from abroad, including the United Nations Secretary-General, His Excellency Antonio Guterres. This has ensured that the importance of trees and forests are promoted at the highest level of governance both domestically and internationally.

I am honoured that the Ministry has been able to coordinate the planting of more than a million trees and mangroves in 10 months from January to October 2019. Moving forward, the Ministry is now working on the new target of 30 million trees in 10-15 years. The renewed massive tree-planting programme signifies the Fijian Government's commitment to elevate the importance of trees and forests as critical to nation building, whilst reviving our kinship with nature and its relevance to our very own existence on this Planet. Fiji's tree-planting initiative is also part of the global reforestation movement to increase the Planet's ability to absorb carbon, and ultimately address climate change. I am now dedicating my entire time to advocating on this initiative and will continue to do so all over the country for the benefit of our current and future generations.

The Ministry has also progressed Fiji's efforts to reduce carbon emission through an Emissions Reduction Programme (ERP) that I had the pleasure of submitting to the World Bank's Forest Carbon Partnership Facility in July 2019. Fiji is now the first Small Island Developing State and among the few countries in the world that are currently being considered to receive climate-finance from the World Bank. This milestone achievement continues Fiji's global leadership role in addressing Climate Change.

The United Nations Sustainable Development Goals promote the 5Ps of sustainable development; Planet, People, Prosperity, Peace and Partnership and I believe that these thematic areas are articulated well in the Ministry's Strategic and Annual Operational Plans.

I am optimistic that my Ministry will live up to the expectations of the Fijian people in fulfilling its main roles and responsibilities, and I am certain that the staff will relentlessly pursue service excellence as we implement the 2019-2020 Costed Annual Operational Plan with the support of all our stakeholders.

A handwritten signature in blue ink, appearing to read "Osea Naiqamu".

Honourable Osea Naiqamu
Minister for Forestry

STATEMENT FROM THE PERMANENT SECRETARY



I am pleased to finally complete the Ministry of Forestry's Costed Annual Operational Plan for the financial year 2019-2020. The delay in the Plan was caused by the Ministry's efforts to re-define its operations to make some real and tangible progress towards sustainable forest management.

This Plan is firstly aligned to Fiji's 5-Year and 20-Year National Development Plan and the United Nations Sustainable Development Goals. It continues the focus on sustainable forest management which is captured in the Ministry's Strategic Development Plan 2017-2030. But, the Ministry is now taking a totally different operational thrust. It has now re-allocated 60 percent of all its resources – from staff to finances and assets to planting millions of trees and to growing the economy. This

is a major internal intervention that will redefine the importance of the forestry sector to addressing climate change and growing the economy.

Planting millions of trees will address our environment concerns from soil erosion to forest degradation. It will increase Fiji's ability to off-set carbon emissions and help with climate change mitigation and adaptation. It will enhance the growth of Fiji's biodiversity and ensure that our endemic birds, insects and plants are protected and given the space to thrive. Importantly, planting millions of trees will increase the forestry sector's contribution to Fiji's economic growth at the community and national levels.

This will be an exciting year as the Ministry begins to fully exploit the diverse opportunities that trees and forests provides, and ensure that Fiji continues to play a prominent role in its global action to combat climate change through its Emission Reduction Programme; that civil society can also actively partner with Government on environment protection and securing Fiji's future; and that the often marginalized communities, including the maritime islands, can now reap the economic benefits through the utilisation of planted forest resources, which were established through the foresight of their forefathers. The cornerstone to the success of these programmes is "partnership" which is being spearheaded and advocated by the Minister for Forestry, the Honourable Osea Naiqamu.

Some of the key targets for this fiscal year include: the enactment of the Forest Bill, which should include the legal mechanisms to successfully achieve sustainable forest management, including supporting carbon trading; planting not less than 2 million trees as part of Fiji's 30 Million Trees in 10-15 Years initiative; progressing work towards the signing of the Emission Reduction Payment Agreement (ERPA) with the World Bank; reviewing and refocussing the Ministry's core roles; increasing employment opportunities and the rural economy base, with emphasis on expanding the non-wood forest sector and cottage industries.

The Ministry's forest protection and conservation work is aligned to the global and national challenges, climate actions and initiatives. Of prominence in this fiscal year is the work towards the achievement of the Aichi Biological Diversity Targets 2020, in collaboration with the national focal point and conservation organisations. This work will also involve pursuing sustainable mechanisms for financing terrestrial protected areas. This is an important work for the Ministry as it will enhance its information base and the capacity to implement and manage future programmes.

The Ministry recognises the role of the forest industry partners in economic development and will strive to maintain a more congenial environment that is conducive for business. The key areas that will be pursued in this fiscal year include but are not limited to the issuance of longer term licenses for harvesting operations that allows more secure investments; better coordinated and structured rural development, whilst encouraging stronger engagement and lasting partnerships between resource owners, the private

sector and Government; and the inclusion of replanting (reforesting) of trees of logged out areas as a license condition within the respective areas of operations. The Ministry will pursue on-line license application for exports and imports and for harvesting and processing operations to reduce administrative lag time.

The Ministry will incorporate the use of the latest technologies to assist its operations that includes the use of drones to enhance its enforcement, monitoring and surveillance activities to combat illegal operations - plans are underway to establish a central monitoring office that allows on-time and updated surveillance of all forest operations.

The Ministry will also improve the management of its Website that will provide on-time and up-to-date forestry and forest-related information and an opportunity for visitors to express their issues and grievances and demand for immediate redress.

This Plan has been designed and developed as outward looking in that it encourages partnerships, collaboration and participation of Government agencies, the private sector, civil society organisations and resource owners. Under this ambit, the Ministry will ensure that its plans, programmes and activities are thoroughly engaging through dialogue and iterative consultative processes.

From an operational perspective, the Ministry will improve the monitoring of performance and will continue to build capacity for all the staff. In addition to laying the foundations for sustainable forest management, the Ministry will ensure that it is able to quantify its work and increase the return on investment to both Government and the Nation as a whole.

I commend this 2019-2020 Costed Annual Operational Plan in its totality to all staff of the Ministry and I appeal to all the staff to gather the wisdom, intelligence and physical wellness to deliver the goals laid out in the Plan for the sake of Fiji's children and future generations.



G. P. N. Baleinabuli

Permanent Secretary for Forestry

AIM OF OPERATIONAL PLAN

The Operational Plan (OP) aims to implement the initiatives set out in the Ministry's thirteen year Strategic Development Plan (SDP) and the Forestry goals and priorities in Fiji's National Development Plan (NDP). It also aims to ensure the sound and sustainable management of Fiji's Forests and Government resources. As such, it sets a clear pathway for the Ministry to achieve those goals within its allocated resources in a timely manner.

STATEMENT OF CORE BUSINESS OF THE MINISTRY

The Ministry's core business is to develop robust policies, legislations & frameworks for implementation on a whole of Government basis; to promote sound & sustainable management of Fiji's Forest Resources that expedite sustainable long-term economic development, and which contribute to addressing the impacts of climate change.

CORPORATE PROFILE

Vision

- Sustainable Forests, Our Future

Mission

- To be a Leader in Sustainable Forestry

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 OF FORESTRY ROLES & RESPONSIBILITIES AND LEGISLATIONS

ROLES AND RESPONSIBILITIES

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 frameworks;

- Maintain international bilateral and multilateral commitments and
- Undertake applied research for sustainable forest resource management practices and product development

LEGISLATIVE FRAMEWORK

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

Table 1: Organisational Management

Legislations	Regulations	Policies	Plans	Manuals
<ul style="list-style-type: none"> Constitution of the Republic of Fiji 2013 Financial Management Act 2004 Tax Administration Decree 2009 Fiji Health & Safety at Work Act 1996 Civil Service Act 2016 Act 2 of 2016 – Amendment to PSC Act Employment Relations Promulgations 2007 & Employment Relations (Amendment) Act 2016 	<ul style="list-style-type: none"> Civil Service Regulation 2017 Finance Instructions 2010 Fiji Procurement Regulations & Amendments 2010 	<ul style="list-style-type: none"> General Order 2011 Terms & Conditions of Employment for GWE's 2010 Ministry's Risk Management Policy 	<ul style="list-style-type: none"> MOF Training Plan MOF Asset Management Plan MOF Strategic Workforce Plan MOF Strategic Development Plan 2017-2030 	<ul style="list-style-type: none"> MOF HR Manual MOF Finance Manual

Table 2: Forestry Sector Management

Legislations	Regulations	Policies	Plans	Manuals
<ul style="list-style-type: none"> Forest Decree 1992 National Research Bill Environment Management Act (EMA) Biosecurity Promulgation Native Land Trust Act 2012 (amended) 	<ul style="list-style-type: none"> Forest Sawmills Regulations 1968 Preservative Timber Treatment Regulation 1992 Forest Guard Regulations 1975 Forest Fire Prevention Regulation 1972 Environment Management (EIA Process) Regulation 2007 Environment Management (Waste Disposal & Recycling) Regulation 2007 	<ul style="list-style-type: none"> Fiji Forests Policy 2007 REDD+ Policy 2011 Forest Certification Forests Plantation Policy Fiji Climate Change Policy 2012 Draft Energy Policy 2013 Fiji Rural & Land Use Policy 2005 Fiji NDC Implementation Roadmap 2017-2030 	<ul style="list-style-type: none"> National Biodiversity Strategy and Action Plan (NBSAP) Green Growth Framework (GGF) National Development Plan (NDP) National Adaptation Plan (NAP) 2018 	<ul style="list-style-type: none"> Fiji Forest Harvesting Code of Practice (FFHCOP) Sandalwood Manual Nursery Manual

OUR CUSTOMERS & STAKEHOLDERS

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

Resource Owners

- Sustainability to foster economic prosperity.

Investors (Business Operators, Industry Associations/Councils)

- Policies that safeguard and support their interests and operations e.g. tax concessions.

Public/Consumers

- The public concerns are on the sustainability of resources and environment protection; and access to quality products and services.

Government

- Sustainable economic growth for forests and the people of Fiji.

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.

OUR FUNCTIONS AND SERVICES

The Ministry of Forestry has the following functional divisions /sections:

Table 3: Functional Divisions

Functional Divisions/Sections	Functions & Services
Corporate Services Division	<p>Human Resource Management</p> <ul style="list-style-type: none">- Learning and development- Recruitment and selection- Performance management- Health and Safety <p>Finance</p> <ul style="list-style-type: none">- Performance budgeting and monitoring- Payroll management- Payments and Revenue collection- Reporting and Financial statement- Financial controls- Board of survey <p>Asset Management</p>

Functional Divisions/Sections	Functions & Services
	<ul style="list-style-type: none"> - Buildings and equipment - Fleet <p>Information Technology and Management</p> <ul style="list-style-type: none"> - IT infrastructure - Databases - Registry
Planning, Policy, M&E and Statistics Division	<ul style="list-style-type: none"> - Policy research & analysis - Economic planning & annual reporting - Statistics - Trade & investment facilitation - Monitoring & Evaluation (Plans & Projects) - Secretariat services (cabinet & parliamentary processes, MOU/MOA)
Silviculture Research & Development	<ul style="list-style-type: none"> - Forest health, bio-security & bio-diversity - Tree species development - Seed & nursery technology - Natural forest management - Research publications
Forest Resource Assessment and Conservation	<ul style="list-style-type: none"> - Monitoring Information System (MIS)/Geographic Information System (GIS) - Resource inventory - Resource assessment - Mapping and surveys - International conventions - Environment management
Forest Parks & Nature Reserves	<ul style="list-style-type: none"> - Establishment, management, maintenance and enhancing of the use of forest parks and reserves - Forest education and resource conservation promotion - Restoration ecology and watershed and amenities planting
Timber Utilisation Research & Product Development	<ul style="list-style-type: none"> - Research & investigation - Quality management systems/Timber grading - Timber trade - Sawmilling - Preservation - Product research and development
Education & Training (FTC & TITC)	<ul style="list-style-type: none"> - Training (Technical, Academic, SFM, Forest Warden, Bio-diversity Conservation, Protected Area Management) - Skills development - Capacity building - Wood processing
Forest Harvesting, Monitoring, Control & Surveillance at Divisional Level (N, W and C/E Division)	<ul style="list-style-type: none"> - Facilitate sustainable log supply system for the timber industries - Facilitate development of community based initiatives for forest based projects - Provide advisory services and raising awareness - Administer timber processing and inspector services - Issuance of harvesting license.
Reforestation and Agroforestry	<ul style="list-style-type: none"> - Provide extension/advisory services & raising awareness - Reforestation & afforestation activities - Promote Agroforestry

OUR PROGRAMMES & PROJECTS (2019-2020)

Table 4: MOF Programmes & Projects

Program	Activities	Total Allocation by Activity (\$000)	Projects within each Activity	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
1. Policy and Admin.	1. General administration and accounts.	1,342.8			
	2. Economic policy, planning and statistics.	452.9			
2. Forestry.	1. General admin.	2,310.3	Fiji Pine Trust. Forest Subsidy.	745.1 50.0	Sustainable management of Community owned Pine plantations Promote small cottage industries.
	2. Forest conservation and management services.	2,569.2	International Tropical Timber Organisation (ITTO) Project. Reducing Emissions from Deforestation and Forest Degradation (REDD+). Maintenance of Nadarivatu Forest Reserve	184.4 490.7 1,500.0(WB ¹) 2.5	Coastal Rehabilitation. To complete the Readiness Phase.
3. Training and education.		1,011.6			
4. Silviculture research, resource assessment and development.		551.0			
5. Timber utilisation research and product development.		1,768.3	Research and development of wood and non-wood species. Utilisation of waste wood.	150.0 367.5	Promote lesser known species to our local timber trade industries. Enhance value adding on our timber products.

Program	Activities	Total Allocation by Activity (\$000)	Projects within each Activity	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
			Upgrade of office and forestry quarters.	300.0	Improve working and living conditions for staff.
			Sandalwood development.	100.0	Sustainable management of the sandalwood species
			Plywood Standard	20.0	National Plywood Standard developed and adopted
6. Extension and advisory services (harvesting and logging; forest planting and afforestation)		1,495.2	Reforestation of Degraded Forests (RDF) with indigenous & other species.	1,050.0	Rehabilitate degraded/vulnerable forest area and Improve Fiji's forest cover. Revive local indigenous species.
7. Monitoring, control and surveillance (harvesting & logging);		4,454.7	Monitoring, control and surveillance of logging operations	100.0	Enhance compliance level of operations.
			Maritime Pine Development (Cicia, Gau and Kadavu)	1,000.0	Revive the community pine development scheme.
			Purchase of Harvesting Machine	550.0	Revive the community pine development scheme.
			Purchase of Equipment – Lakeba Pine Scheme	300.0	Revive the community pine development scheme.
8. Forest parks, recreation and nature reserves.		566.6	Upgrading and maintenance of forest parks.	200.0	Improving forest park facilities to provide better services.
	TOTAL	\$16,522			

MINISTRY OF FORESTRY INPUT ALLOCATION

2019-2020 BUDGET HIGHLIGHTS

The total budget for the Ministry in 2019-2020 is \$16.5 million, comprising \$11.3 million for operating expenditure (SEG 1-7), \$4.5 million for capital expenditure (SEG 8-9) and VAT (SEG 13) of \$0.7 million. The total budget represents a decline of \$0.5 million (3.2%) when compared to the 2018-2019 budget of \$17.1 million.

Table 4: Ministry of Forestry Budget summary FY2019-2020

SEG	SEG Particulars	Actual 2017 – 2018 (\$000)	Estimate 2018 – 2019 (\$000)	Change (\$000)	Estimate 2019-2020 (\$000)
1	Established Staff	3,985.1	4,011.2	(169.0)	3,845.1
2	Government Wage Earners	1,777.1	1,492.4	(2.0)	1,487.4
3	Travel and Communications	448.3	535.5	0.0	535.5
4	Maintenance and Operations	1,099.4	1,416.0	(28.4)	1,379.6
5	Purchase of Goods and Services	931.7	1,187.0	1.5	1,196.5
6	Operating Grants and Transfers	716.8	979.5	5.0	984.5
7	Special Expenditures	1,021.8	3,009.1	(1,142.2)	1,866.9
TOTAL OPERATING		9,980.4	12,630.8	(1,335.1)	11,295.7
8	Capital Construction	2,072.0	2,617.5	40.7	2,658.2
9	Capital Purchase	642.0	1,150.0	700.0	1,850.0
TOTAL CAPITAL		2,714.0	3,767.5	740.7	4,508.2
13	Value Added Tax	606.5	667.3	51.5	718.8
TOTAL EXPENDITURE		13,300.9	17,065.6	(542.9)	16,522.27

STAFF PROFILE

Table 5: Staffing (as at 31 July 2019)

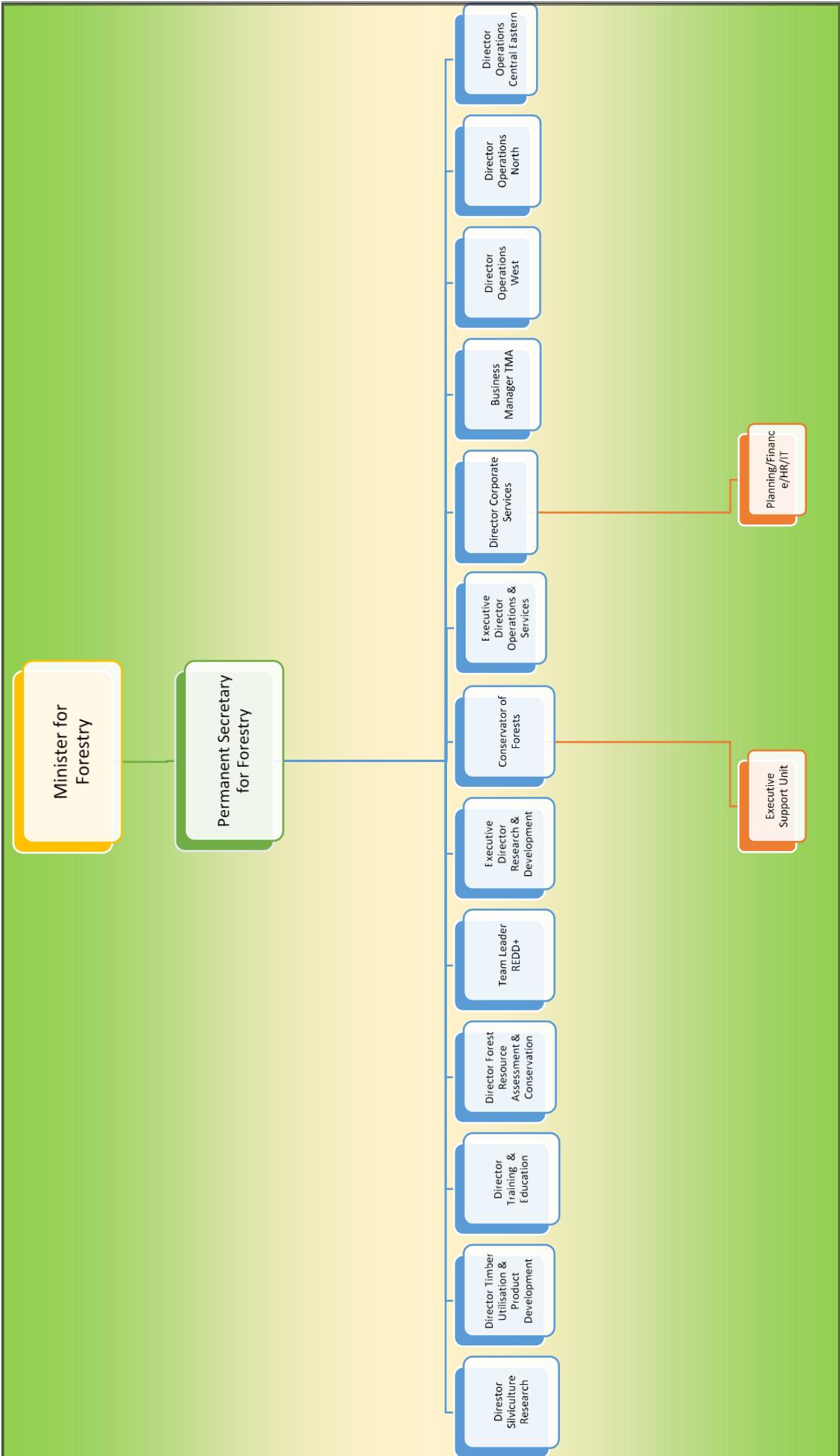
Programme	Established		GWE		Project		Total	
	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Total Approved Staff Posts by Prog.	Total Staffing Strength by Prog.
1 – Policy and Admin	21	18	2	2	0	0	23	20
2 - Forestry	133	122	95	70	34	30	262	222
TOTAL	154	140	97	72	34	30	285	242

STRATEGIC WORKFORCE PLAN

The Ministry has developed its draft Strategic Workforce Plan (SWP) for FY2019 – 2020. The SWP augments the Ministry's capacity for improved business planning and high quality, evidence-based advice.

The Ministry has an approved staff establishment of 285 posts, of which 154 (54.0%) are established posts, 97 (34.0%) are GWE posts and 34 (11.9%) are project posts. The current staffing strength as at 31st July 2019 stands at 242 which is 84.9% of the approved posts.

ORGANISATION STRUCTURE





Minister for Forestry
Honourable Osea Naiqamu



Permanent Secretary for Forestry
Mr. Pene Baleinabuli



Conservator of Forests
Ms. Sanjana Lal
Ph: 9906910



Executive Director
Research & Development
Mr. Semi. Dranibaka
Ph: 9966814



Executive Director
Operations & Services
Mr. Manasa Luvunakoro
Ph: 9906806



Director Corporate Services
Ms. Laite Cavu
Ph: 9906983



Team Leader
REDD+
Mr. Ilaisa Tulele
Ph: 9984571



Director Silviculture
Research
Mr. Jale Tauraga
Ph: 9928958



Director Timber Utilisation
& Product Development
Mr. Tevita Bulai
Ph: 9966816



Director Forest Resource
Assessment & Conservation
Ms. Deborah Sue
Ph: 9966781



Director Operations Central & Eastern
Mr. George Vuki
Ph: 9928983



Director Operations West
Mr. Rafaele Raboiliku
Ph: 9966896



Director Operations North
Mr. Moape Lotawa
Ph: 9966794



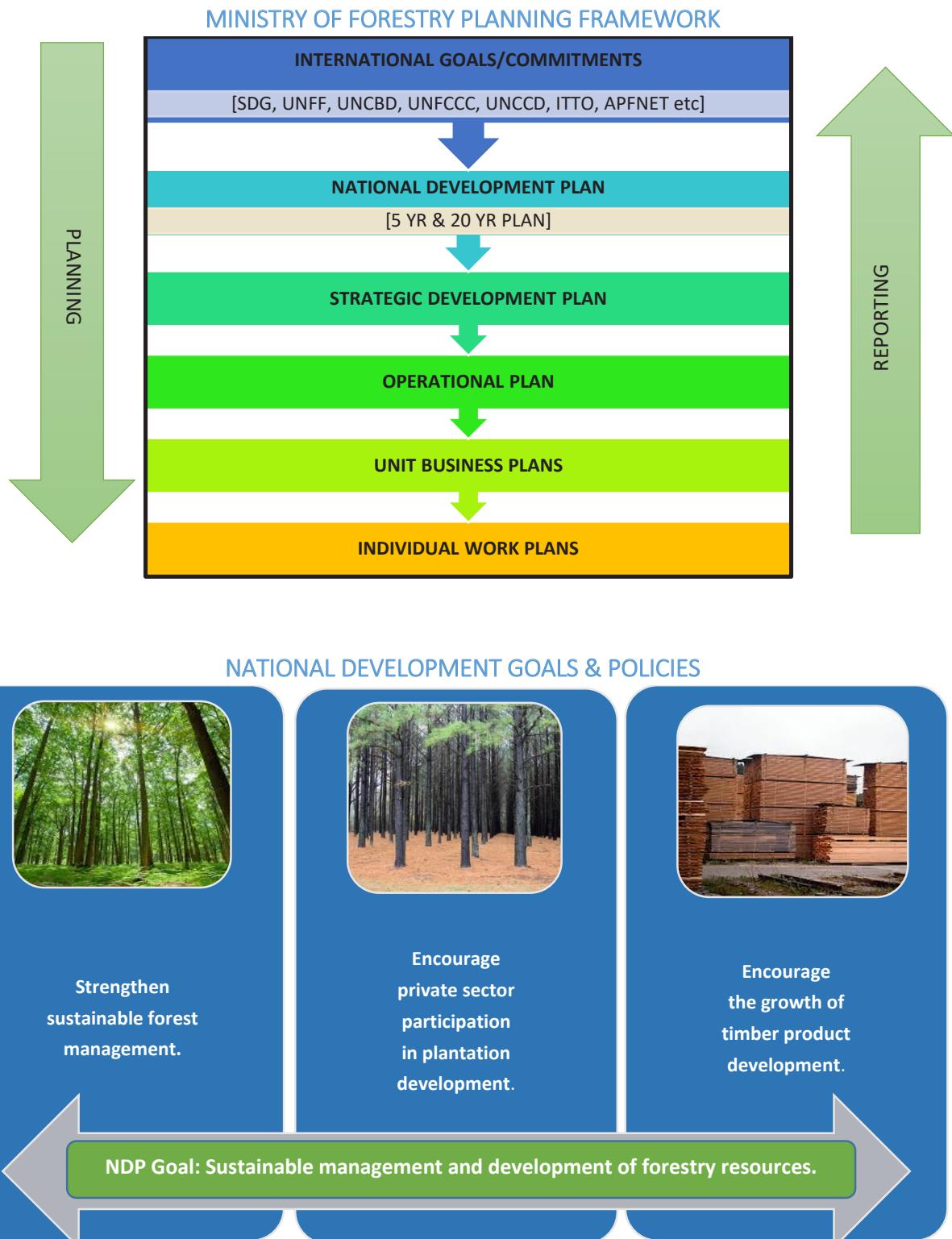
A/Director Training & Education
Mr. Sailosi Kinivuwai
Ph: 9904891

MINISTRY OF FORESTRY: 2019-2020 YEAR PLANNER

Table 6: MOF 2019-2020 Year Planner

QUARTER 1		September 2019	October 2019
August 2019	<ul style="list-style-type: none"> ▪ Operational Plan finalised. ▪ Divisional/Individual Work Plan finalised. ▪ Monitoring & Evaluation ▪ End of year Review. ▪ CP Submission – 06th & 20th ▪ Cabinet Meeting – 13th & 27th 	<ul style="list-style-type: none"> ▪ Constitution Day – 9th ▪ CP Submission – 03rd & 17th ▪ Cabinet Meeting – 10th & 24th 	<ul style="list-style-type: none"> ▪ CP Submission – 01st, 15th & 29th ▪ Cabinet Meeting – 08th & 22nd ▪ Fiji Day – 10th ▪ Diwali – 28th
November 2019	<ul style="list-style-type: none"> ▪ Monitoring & Evaluation – 1st Qtr ▪ 1st Quarter Review. ▪ CP Submission – 12th ▪ Cabinet Meeting – 05th & 19th ▪ Prophet Mohammed's holiday – 11th ▪ 2020-2021 TMA Operational Plan submitted to MOE 	<ul style="list-style-type: none"> ▪ CP Submission – 03rd & 31st ▪ Cabinet Meeting – 10th ▪ Christmas Day – 25th ▪ Boxing Day – 26th 	<ul style="list-style-type: none"> ▪ CP Submission – 14th & 28th ▪ Cabinet Meeting – 07th & 21st ▪ Mid-year budget review ▪ Budget circular issued ▪ Prepare 2020-2021 OP & Budget ▪ New Year's Day – 1st
February 2020	<ul style="list-style-type: none"> ▪ Monitoring & Evaluation – 2nd Qtr ▪ 2nd Quarter Review. ▪ CP Submission – 11th & 25th ▪ Cabinet Meeting – 04th & 18th ▪ Mid-year budget review ▪ Prepare 2019-2020 OP & Budget 	<ul style="list-style-type: none"> ▪ International Day of Forests – 21st ▪ CP Submission – 10th & 24th ▪ Cabinet Meeting – 03rd , 17th & 31st ▪ Draft Costed OP & Budget Submission to MOE ▪ World Water Day 	<ul style="list-style-type: none"> ▪ CP Submission – 07th & 21st ▪ Cabinet Meeting – 14th & 28th ▪ Good Friday – 10th ▪ Easter Monday – 13th ▪ Draft Costed OP & Budget Submission to MOE ▪ MyAPA assessment
May 2020	<ul style="list-style-type: none"> ▪ Monitoring & Evaluation – 3rd Qtr ▪ 3rd Quarter Review. ▪ Draft Operational Plan ▪ Budget request, consultation & submission ▪ CP Submission – 05th & 19th ▪ Cabinet Meeting – 12th & 26th ▪ 2019-2020 Budget finalised 	<ul style="list-style-type: none"> ▪ 2019-2020 Budget Announcement ▪ MyAPA assessment (April 2019-May 2020) ▪ CP Submission – 02nd , 16th & 30th ▪ Cabinet Meeting – 09th & 23rd 	<ul style="list-style-type: none"> ▪ Cabinet Meeting – 07th ▪ 2019-2020 Operational Plan finalised ▪ Annual Procurement Plans submitted to MOE for approval
June 2020	July 2020		

MINISTRY'S PLANNING FRAMEWORK, OUTCOMES, OUTPUTS & PERFORMANCE TARGETS



*Refer to Appendix A for details of the Forestry NDP Policies, Strategies & KPIs

DESCRIPTION OF STRATEGIC GOALS & PRIORITIES

The Ministry of Forestry identified four (4) strategic goals and six (6) strategic priority areas for its SDP 2017-2030. Within these six strategic priority areas, there are Outcomes with measurable KPIs. The SDP 2017-2030 is aligned to the NDP (five and twenty year plan) requirements and global commitments that Fiji is a party to. Initiatives undertaken by the Ministry of Forestry in this OP 2019-2020 and subsequent OPs will contribute outputs aggregating towards the achievement of the strategic priorities associated with each strategic goal of the SDP.

The four strategic goals are:

- **SG1 - Establish sustainable life cycle management of forest resources in Fiji**
- **SG2 - Improve the socio-economic impact of Forests**
- **SG3 - Contribute positively to the Global Environment**
- **SG4 - Substantially improve service delivery**

The six strategic priorities are:

- **SP1 - Cohesive Legislation, Regulation, Policy, Guidelines & Compliance**
 - SP1 is geared towards articulating a consistent long term approach with regards to legislation, regulation, policy, and compliance mechanisms associated with forests and forestry.
- **SP2 - Enhance Sustainable Forests Management Frameworks And Implementation of SFM**
 - SP2 is all about establishing clear sustainable implementation mechanisms for forest strategies to be effective over a long period of time.
- **SP3 - Capacity Building (Ministry & Stakeholders)**
 - SP3 focuses on bringing theory to practice. The Ministry will lead the way in analyzing capacity and capabilities necessary to achieving the desired outcomes of the sector; and engage its personnel, infrastructure, partners, and communities in developing research and knowledge necessary to achieve the best outcomes for now and the distant future.
- **SP4 – Stewardship**
 - SP 4 is about commitment to stewardship of national resources, as well as the moral obligation towards global environmental responsibilities and commitments.
- **SP5 - Forest Financing**
 - SP5 is all about looking at, developing, improving and/or implementing financial strategies and mechanisms to support sustainable management of forests.
- **SP6 - Organisation Effectiveness**
 - SP6 focuses on the Ministry itself. It looks at the capacity and the capability of the Ministry in being able to produce what it has set up as its goals. It looks at efficiency, in terms of personnel, processes and even information management. It ensures that the Ministry is positioned to achieve what it has set out to achieve in context of people, information and infrastructure.

LINKAGES OF MINISTRY'S PRIORITIES TO NATIONAL GOALS & SUSTAINABLE DEVELOPMENT GOALS

Table 7: Relationship between Strategic Priorities, Outcomes and Strategic Goals and Linkages to NDP & SDG

NDP Goal (Forestry)	Strategic Priority	Outputs	Outcomes	Strategic Goals Contributed To	Linkages to SDG
Sustainable management and development of forestry resources.	Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	1.1. Forest Bill to support the Forest Policy enacted by 2020. 1.2. Development of the Planted Forest Policy by 2020. 1.3. Rural Fire Strategy developed by 2020. 1.4. MoF Mangrove Management Guideline developed by December 2019.	Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	SG 1: Establish sustainable life cycle management of forest resources in Fiji.	Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation
	Strategic Priority 2: Enhance Sustainable Forests Management Frameworks And Implementation of SFM	2.1. National Standards for Processing Systems for Fiji established by 2020. 2.2. Forest Monitoring System developed by July 2020. 2.3. Upgrade of Ministry Website.	Outcome 2: Strengthen forest 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.	SG1: Establish sustainable life cycle management of forest resources in Fiji. SG2: Improve the socio-economic impact of Forests SG4: Substantially improve service delivery	Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation and Infrastructure Goal 11: Sustainable Cities and Communities
	Strategic Priority 3: Capacity Building (Ministry & Stakeholders)	3.1. Reforestation of Degraded Areas implemented. 3.2. 2 Million Trees (2019-2020 target) planted by July 2020.	Outcome 3: Enhance implementation/adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions)	SG2: Improve the socio-economic impact of Forests SG4: Substantially improve service delivery	Goal 12: Responsible Consumption and Production Goal 13: Climate Action

NDP Goal (Forestry)	Strategic Priority	Outputs	Outcomes	Strategic Goals Contributed To	Linkages to SDG
		<p>5.4. One (1) Non-wood Product Industry developed by 2022.</p> <p>5.5. At least 3 technical training programs developed & introduced by 2022.</p> <p>5.6. Partnership with bodies international/local maintained.</p> <p>5.7. Upgrade existing research facilities by 2022.</p>	<p>Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Agreements & Partnerships.</p>		<p>Goal 14: Life Below Water</p> <p>Goal 15: Life on Land</p>
		<p>6.1. Forest Sector contribution to GDP increased by 2% by 2022.</p> <p>6.2. TMA 2019 balance increased by 20% by July 2020.</p>	<p>Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses.</p>		<p>SG2: Improve the socio-economic impact of Forests</p>
	Strategic Priority 4: Stewardship	<p>7.1. Achievement of at least 2 of Fiji's commitment to international obligations by 2022.</p> <p>7.2. Carbon Trading Policy & financing mechanisms developed & adopted by July 2022.</p> <p>7.3. REDD+ Strategies developed by 2020.</p>	<p>Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)</p>		<p>SG3: Contribute positively to the Global Environment</p>
		<p>8.1. Ministry's Awareness Campaign & Trade Show completed by July 2020.</p>	<p>Outcome 8: Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues etc.)</p>		<p>SG1: Establish sustainable life cycle management of forest resources in Fiji</p>
	Strategic Priority 5: Forest Financing	<p>9.1. Forest Trust Fund established by 2021.</p>	<p>Outcome 9: Development & enhancement of Forest financing mechanisms related to conservation and protection measures.</p>		

NDP Goal (Forestry)	Strategic Priority	Outputs	Outcomes	Strategic Goals Contributed To	Linkages to SDG
		10.1. Financial Management System improved annually. 10.2. Finance Manual developed annually. 10.3. Asset management improved annually.	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems.	SG4: Substantially improve service delivery	
	Strategic Priority 6: Organisation Effectiveness	11.1. All HR policies, guidelines developed by 2020. 11.2. Vacant posts filled within regulations. 11.3. Organisation structure aligned to future needs	Outcome 11: Build capacity and efficiency in Human Resource Department.	SG4: Substantially improve service delivery	
		12.2. Ministry's information system updated and online by July 2020.	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.		
		13.1. Approved audited Annual Reports compiled and budget developed by July 2020.	Outcome 13: Enhance Planning and Assessment capabilities.		
		14.1. Communication/Media Strategy developed	Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders.		
		15.1. Annual Forestry Stakeholders Conference/Meeting. 15.2. Quarterly newsletters published	Outcome 15: Cooperation of citizens in achieving national/international goals and creating socially responsible & better informed citizens.		

OUTCOMES, OUTPUTS & PERFORMANCE TARGETS

SG 1 - Establish Sustainable Life Cycle Management of Forest Resources in Fiji

Outcome	Output	Key Performance Indicators	Activities	2019-2020 Targets		2019-2020 Budget Allocation	Division /Officer Responsible
				Sub-Activities			
STRATEGIC PRIORITY 1: COHESIVE LEGISLATION, REGULATION, POLICY, GUIDELINES & COMPLIANCE							
Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management	Output 1.1: Enactment of the 2016 Forest Bill to support the Forest Policy by 2020	Promulgation of Forest Decree by 2020	Forest Decree promulgated & enacted	Consultation with Stakeholders.	1 Consultation report	P2A1	CF
	Economic Study completed by Feb 2020 (fees, charges, taxes, tariffs)	Desktop analysis of all forest related information & developing of draft report	Review of Current 2016 Bill	1 draft Bill			
			Cabinet Submission for endorsement	1 Cabinet Paper			
			Collation of 10-yr Harvesting Reports + Forest Management Plans by Divisions (C/E, N, W)	3 Reports (CE/N/W)		P2A7 \$158,178	EDOS
			Collation of 10-yr Processing & Export Report	1 x 10yr Processing & Exp Report		P2A5 \$70,518	EDRD
			Economic Analysis of the performance of the Timber Industry in the last 10-years	1 Economic Report (fees & charges for all forest related operations		P1A2 \$28,118	CF
			Consultation process	Consult Min of Economy & SGO Stakeholders' validation workshop	1 Meeting Report - of all stakeholders involved in the consultation process	P2A1 \$49,206	CF
			Acquire Cabinet Approval	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper (Fees & Charges – Eco. Review)		
			Reviewed Forest Harvesting Regulations enacted by 2020	Documentation & collation of information	Map Information of production forests Map of other land uses Compilation of Report	1 Report – Reviewed Forest Harvest Regulation	P2A2 \$43,020
					Desk top analysis of Gaps		P2A1
							CF

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division / Officer Responsible
			Review of Harvesting Regulation	Revise Harvesting Regulations	Revised Harvesting Regulations + Final Report	\$49,206	
			Consultation Process	Consult SGO Stakeholders' validation workshop Harvesting Regulation + Final Report	1 Meeting Report - of all stakeholders involved in the consultation process	P2A1 P1A2 \$7,000	
			Acquire Cabinet Approval	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Forest Harvesting Regulations		
Reviewed Sawmill Regulations enacted by 2020		Documentation & collation of information	Collate Information , documentation	1 Report – Reviewed Sawmill Regulation	P2A5 & P2A1 \$127,224	CF	
		Consultation Process	Revise Sawmill Regulations Stakeholders' validation workshop Final draft of revised regulations				
		Acquire Cabinet Approval	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper – Sawmill Regulation			
Reviewed Preservation Regulations enacted by 2020		Documentation & collation of information	Collate Information , documentation	1 Report - Reviewed Preservation Regulations	P2A5 & P2A1 \$122,224	CF	
		Consultation Process	Revise Sawmill Regulations Stakeholders' validation workshop Final draft of revised regulations				
		Acquire Cabinet Approval	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Preservation Regulations			
				Collate Information , documentation	P2A2 & P2A1	CF	

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division / Officer Responsible
		Appropriate legal mechanisms to support ER Programme finalised by December 2019	Documentation & collation of information	Desk top analysis of Gaps	1 Report - Carbon leases & registration	\$90,098	CF
			Consultation Process	Draft New Carbon Legislations			
				Stakeholders' validation workshop			
				Final Report + New Carbon Legislation			
		New Guidelines for Exports, Imports & Transshipment finalised by December 2019	Acquire Cabinet Approval	Prepare/submit Cabinet Paper	1 Cabinet Paper - ER Program		
			Documentation & collation of information	Acquire cabinet decision			
			Consultation Process	Collate Information , documentation			
				Desk top analysis of Gaps			
				Draft Export/Import Guidelines			
				Stakeholders' validation workshop			
				Final Report + New Guidelines			
		Development of the Planted Forest Policy by 2020 finalised and adopted.	Documentation & collation of information	Review Plantation Policy (FAO Report)	Final Report and draft Planted Forest Strategy & Policy	P2A1 & P2A1 \$122,224	EDRD
			Consultation Process	Formulate meeting discussion points			
				Finalize first draft - presentation			
				Stakeholders' validation workshop			
				Final Draft of Plantation Policy			
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper - Planted Forest Policy		
				Acquire cabinet decision			
		Plans & Budget to increase Stock in Plantation Forest by 10% by 2030	Develop Plantation Strategic Plan 2030 - 102,400 Ha	Collate Area (Map, Tenure) Information	1 Plantation Strategic Plan 2030 - to increase forest cover by 102,400 Ha	P2A2 & P2A1 \$94,726	CF
				Collate Land Use (Soil) Information			
				Develop 10-year planting operations plan			
				Stakeholders' validation workshop			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division /Officer Responsible
			Acquire Approval	Compile Plantation Strategic Plan 2030 Prepare 10-yr Budgetary Requirement Prepare/submit Cabinet Paper	1 Cabinet Paper - Budget Requirement for Plantation Program		CF
<u>Output 1.3:</u> Rural Fire Strategy developed	Draft Rural Fire Strategy endorsed by Cabinet by 2020		Documentation & collation of information Consultation Process	Acquire cabinet decision Collation of information & documentation Desktop Analysis - Gaps Draft Rural Fire Strategy Stakeholders' validation workshop Present final report at national meeting	1 Rural Fire Strategy Report	P2A1 & P1A2 \$54,206	CF
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper - Rural Fire Strategy		
<u>Output 1.4:</u> Mangrove Management Guideline developed	Draft Mangrove Management Guidelines developed by December 2019 Guideline developed		Documentation & collation of information Consultation Process	Acquire cabinet decision Collation of information & documentation Desktop Analysis - Gaps Develop draft guidelines Stakeholders' validation workshop Present final report at national meeting	1 Mangrove Management Guidelines Report	P2A1 \$141,141	CF
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper - Mangrove Management Guidelines		
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 2: Strengthen forest resource	<u>Output 2.1</u> National Standards for	Draft National Plywood Standards	Develop National Plywood Standards	1 Report on National Plywood Standards Stakeholders' validation workshop Final draft of National Plywood Standards	P2A5 \$20,000	EDRD	

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division / Officer Responsible
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.	Processing Systems for Fiji established by 2020	endorsed by December 2019	Inform Cabinet & acquire endorsement	Present final report at national meeting	1 Cabinet Paper - Nat. Plywood Standards	CF	
			Establish National Forest Certification Standards by December 2022	Finalize engagement with Forest Stewardship Council (FSC) Systems	Official Engagement with FSC	1 Report – engagement with FSC & TOR for Committee	EDRD
			National Standards for Processing Systems endorsed by December 2019	National Stakeholders' Meeting	1 Report on National Standards for Processing Systems	\$20,000	
				Establish FCS Steering Committee	1 Draft National Code of Processing Standards		
				Acquire cabinet decision	1 Cabinet Paper – National FCS & FSC	P2A2 & P1A2	EDRD
				Development and consultation	1 Report on National Standards for Processing Systems	\$75,518	
				Final draft of Standards	1 Draft National Code of Processing Standards		
				Present final report at national meeting	1 Cabinet Paper - Nat. Standards for processing		
				Prepare/submit Cabinet Paper	1 SOP & Business Plan for TMA		
				Acquire cabinet decision	1 SOP & Business Plan for TMA		
			SOP & BP(TMA) endorsed by Sep 2019	Development of SOP-TMA	1 SOP for data collection	P2A2 & P2A7 \$1,862,975	EDOS
				Final draft of Procedures - TMA	Quarterly Reports for HAR (1 Report per Division)		
				Endorsement by Permanent Secretary			
<u>Output 2.2:</u> Forest Monitoring System		Annual Harvesting Report produced by Dec 2019	Update Database	SOP Guidelines for Data Collection	1 SOP for data collection	P2A2 & P2A7 \$1,862,975	EDOS
				Submission of Harvest Area Reports by Divisions	Quarterly Reports for HAR (1 Report per Division)		

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division / Officer Responsible
	developed by 2020			Collation of divisional Harvest Area Report Forest Resource Assessment Report 2019	1 FRA Report		EDRD
		New methodology for NFI developed by July 2020	Develop 1. SFM Guidelines & 2. Native Species Prescriptions	Determine growth models & annual allowable cut for 10 commercial trees Stakeholders' validation workshop Final draft of SFM report	1 Report - Growth Models & Annual Allowable Cut for 10 commercial species 1 Report - SFM Guidelines	P2A2 & P2A4 \$692,876	EDRD
				Present final report at national meeting	1 Native Species Prescription Report		
		Determine Economic Value of Ecosystem Services by July 2020	Collection of data for analyzing Payment for Ecosystem Services	Determine ES assessment parameters Develop ES model Determine value of Ecosystem systems Develop TOR for consultant and preparatory work	1 Valuation Report – Ecosystem Services	P2A2 \$43,020	EDRD
		Preparation of final report on Forest Monitoring System & submission for Cabinet decision	Collation of reports for Forest Monitoring System Inform Cabinet & acquire endorsement	Collation of all reports Produce Final Report	1 Report - Forest Monitoring System	\$5,000	EDRD
	<u>Output 2.3:</u> Upgrade Website by July 2020	Ministry Website Operational & Officially launched by July 2020	Upgrade of current Website	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - New/revised Forest Monitoring System		CF
				Develop structures for ministerial information Develop structures for Online Licensing	Website Documentation Report & SOP	\$147,618	DCS
				Online - Official Launching			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division /Officer Responsible
			Training of Staff	Central-Eastern Western Northern Head Office & Other Divisions	Website Training Report	\$30,000	
				Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper Acquire cabinet decision		
				Seed Procurement Seed Collection Seed Preparation Seed Distribution	600kg	\$76,856	EDRD
Outcome 3: Enhance implementation/adopti on of Sustainable Forest Management practices (maintainin g and enhancing multiple forest values through human interventions)	<u>Output 3.1</u> Reforestati on of Degraded Areas Programme Implement ed	Production of 600 kg seeds of native trees by July 2020	Production of 1,200 kg seeds of exotic trees by July 2020	Seed Production & Distribution Seed Collection Seed Preparation Seed Distribution	1,200kg	\$174,856	EDRD
	<u>Output 3.2</u> Trees (2019-2020 target)	Production of 400 kg seeds of coastal trees by July 2020	Seed Production & Distribution Seed Collection Seed Preparation Seed Distribution	400kg	\$46,856	EDRD	
		Production of 100 kg seeds of	Seed Production & Distribution Seed Collection Seed Preparation Seed Distribution	100kg	\$50,856	EDRD	

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division / Officer Responsible
		Sandalwood by July 2020			200,000 sandalwood species	\$878,000	
			Production (or procurement) and distribution of Seedlings to the divisions (planting sites)	100,000 coastal species 200,000 fuelwood species 150,000 fruit tree species 150,000 native tree species 400,000 teak 400,000 Sweetania macrophylla 400,000 Pinus caribaea	200,000 sandalwood species 100,000 coastal species 200,000 fuelwood species 150,000 fruit tree species 150,000 native tree species 400,000 teak 400,000 Sweetania macrophylla 400,000 Pinus caribaea	P2A6	EDOS
			Reforestation of Deforested Areas (target of 2 million trees)	Confirmation of planting areas Mapping of planting areas Annual Planting Programme + Budget Planting operation Survival Count & reporting	Weekly updates of planting: Monthly Reports – Fiji Pine Trust	\$284,342	
			Outfield planting of seedlings		Quarterly Monitoring Reports		
				Annual Report - RDF	Annual Report - RDF	P2A4	EDRD
		MRV (QA) of Planted Trees (Area) Completed by July 2020	1st Quarter Reports completed by October 2019	Quality Assessment conducted Planted Areas mapped / documented Quarterly Report compiled/submitted	1 ST Qtr Report	\$134,568	
				Quality Assessment conducted			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division /Officer Responsible
			2nd Quarter Reports completed by January 2020	Planted Areas mapped / documented Quarterly Report compiled/submitted	2 nd Qtr Report		
			3rd Quarter Reports completed by April 2020	Quality Assessment conducted Planted Areas mapped / documented Quarterly Report compiled/submitted	3 rd Qtr Report		
			4th Quarter Reports completed by July 2020	Quality Assessment conducted Planted Areas mapped / documented Quarterly Report compiled/submitted	4 th Qtr Report		
		Ministerial Advice	Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Update of 30MT15Y program	CF	
STRATEGIC PRIORITY 5: FOREST FINANCING							
Outcome 9:	Output 9.1		Finalize Cost-Models & Assessment of Operational Effectiveness of Sovi Basin Trust Fund by July 2020	Finalize FAO findings Determine cost for Greater Tomanivi PA Determine cost for Greater Delaikoro PA Determine cost for Greater Taveuni PA	1 Report - Cost models for establishing & managing terrestrial PA in Fiji	P2A2 \$86,040	EDRD
Development & enhancement of Forest financing mechanisms for conservation & protection measures	Forest Fund established by 2021	Develop Sustainable Financing for Terrestrial Protected Areas by 2021	Pursue Financing Options & Opportunities	Develop Fundraising Strategies Develop Marketing Strategies Test Best Option & Assess (if applicable)	1 Report - Fundraising Options & Marketing Strategies		
				Prepare/submit Cabinet Paper			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	2019-2020 Budget Allocation	Division /Officer Responsible
			Inform Cabinet & acquire endorsement	Acquire cabinet decision	1 Cabinet Paper - Financing Plan for PA		CF

SG 2 – Improve the Socio-Economic Impacts of Forests

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
<u>Outcome 5:</u>	<u>Output 5.1</u>	Establish one (1) NWP by July 2020	Development of Business Proposal	Finalize FAO Findings & Selection of NWP Feasibility (survey & consultation) Draft Business Proposal & Budget	1 Business Proposal (Plan + Budget)	P2A5 \$250,000	EDRD
Capacity & capability development and enhancement for the Ministry's stakeholders through collaboration, joint Agreements & Partnership s	One (1) Non-wood Product (NWP) Industry developed by 2020	Establish community-managed NWP venture (Include Sandalwood Venture)	Tender & Selection process Procurement of Equipment/Machines Training of community Assessment and reporting	1 Report on Community managed NWP	1 Cabinet Paper - NWP Business Plan		CF
	<u>Output 5.2</u>	Accreditation of FTC/CBD & PAM Training Programme by July 2020	Accreditation of Training Program	Finalize Training Programme Structure Training Plan + Financials Accreditation Process - FHEC	Fiji Higher Education Official approval + Training Program	P2A3 & P2A5 \$1,224,780	EDRD

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
	& introduced by 2022	Accreditation of Training Programme by July 2020	Accreditation of Training Program	Training Plan + Financials	Fiji Higher Education Official approval + Training Program		
			Accreditation Process - FHEC	Pursue marketing & advertising strategies	Signed MOU, Marketing Strategies		
				MOU with local training institutions – FNU & USP			
				MOU with regional countries			
				Tender & selection process	Procurement of Harvesting Machines	P2A7 \$550,000	EDRD
				Procurement			CF
				Prepare/submit Cabinet Paper	1 Cabinet Paper - Accreditation of FTC & TITC Training Program		
				Acquire cabinet decision	AWP for ITTO	\$184,400	CF
<u>Output 5.3</u>	All annual levies paid by July 2020	ITTO Contribution	All necessary MOU updated/relevant				
	Partnership with International/local bodies maintained	Asia Pacific For Research	Annual Work Plan & Programme received & implemented		Reports on Conference Attended	\$2,500	
		IUFRO	Payment of subs, levies & grants			\$2,500	
		Fiji Pine Trust	AWP developed and implemented		Monthly Report from FPT	\$745,102	
					Vehicle + Logging Truck	\$300,000	EDRD
<u>Output 6:</u>	Support commercial development, businesses and products related to	Support processing of Lakeba Pine Scheme by July 2020	Purchase of Vehicle + Logging Truck				
		Support contribution by 2% by 2022	Procurement & transportation				
			Official Handing Over				
					Processing Equipment	\$700,000	EDRD
					Procurement & transportation		
					Official Handing Over		

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
Forestry Sector and encourage the participation of youths and women in forestry related businesses	Support processing of Gau Pine Scheme by July 2020	Purchase of Processing Equipment	Tender & Selection process	Processing Equipment	\$300,000		
	Ministerial advice	Inform Cabinet & acquire endorsement	Procurement & transportation				
		Research on the properties and potential uses of lesser known species published and implemented by the industry.	Official Handing Over				
			Identify and conduct applied research on five (5) lesser known species.	Prepare/submit Cabinet Paper	1 Cabinet Paper - Support Utilization of Maritime Pine Schemes		CF
			Other wood properties	Acquire cabinet decision			
			Potential uses	Conduct wood density tests	Submit four (4) research papers for publication	\$150,000	EDRD
			Develop research papers	Sawing and wood working studies			
			Utilisation of wood wastes/residues from harvesting are and timber processing facilities	Various Products developed from waste wood	8 products	\$365,000 (UWP)	EDRD
				New cottage industries developed	2		
				Monitoring and Impact Analysis Report	1 report		
	<u>Output 6.2</u>	Business Plan + revised SOP submitted to MOE by Aug 2020	Documentation	Collation & Documentation Ministerial Clearance	Business Plan + Budget Revised SOP	P2AS TMA FUNDS	EDOS
							Submission to MOE

SG 3 - Contribute Positively To the Global Environment

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
STRATEGIC PRIORITY 4: STEWARDSHIP							
Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	Output 7.1 Achievement of at least 2 of Fiji's commitment to international obligations by 2022	Protect 17% of total land mass under Protected Area for biodiversity conservation	Development of Management Regimes (Zones) Greater Taveuni Protected Area by July 2020	Draft Taveuni Management Plan Stakeholders' validation workshop Final Management Plan	Greater Taveuni Management Plan	P2A2 \$172,080	EDRD
		Colo I Suva compensation reviewed and boundary maintenance completed by 2020	Review of compensation and boundary maintenance	Draft Colo I Suva Management Plan Stakeholders' validation workshop Final Management Plan	Management Plan for Colo I Suva Reserve & Forest Park	P2A8 \$277,555	Report on CIS & review of compensation
	Output 7.2 Carbon Trading Policy & financing mechanism developed	Reporting	Report to Conventions	Collation of information, reports Submission of reports	CBD Report	\$5,000	
		ER Programme document endorsed by 2019	Acquire endorsement from donor (World Bank) by 2019 Ministerial Information & Advice	Submit ER P Doc for approval/ uploading Present/campaign Fiji's ER-P & acquire endorsement for funding (WB) Prepare/submit Cabinet Paper Acquire cabinet decision	Report - Emission Reduction Programme Document (ERPD) Cabinet Paper - Emission Reduction Programme	\$40,892	EDRD
				Develop 3 district level Land Use Plans		\$900,000	EDRD

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
& adopted by 2022	Annual program completed July 2020	REDD+ by July 2020	Implementation of REDD+ 2019-2020 annual programme	Develop 5-year Implementation Plan 2020 - 2025	3 x District Level Land Use Plans 5yr Implementation Plan (2020 - 2025)		
			Finalization of Forest RF by 2020	Finalization of National Emission Reference Level	Report - Forest Reference Level	\$408,917	
				Stakeholders' validation workshop	1 Validation Workshop		
				Prepare/submit Cabinet Paper Acquire cabinet decision	Cabinet Paper - Update of REDD+		CF
				Put in place robust & transparent REDD+ governance structure	Quarterly REDD+ Steering Committee Meetings	4 Committee Meeting Reports	EDRD
				Develop REDD+ Guidelines to promote good governance	Develop Benefit Sharing Plan	1 Benefit Sharing Plan	EDRD
					1 Report on Carbon Rights Assessment & Benefit Sharing Mechanism		
					Develop Benefit Sharing Mechanism		
					Drivers of Deforestation & Forest Degradation Study Report	1 Final Study Report	
					Development of Safeguard Information System for Fiji (based on Cancun SIS)	1 final report	
					Develop a REDD+ Strategy	Report – REDD+ Strategy	
					Develop Investment Plan for Fiji's Forest Sector	Report – Investment Plan for Fiji's Forest Sector	

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
			Conduct Training of Trainers & Production of Training Manual on REDD+	Report – Training Assessment and Training Manual			
			Develop Curriculum for Graduate-level (Uni) on Forest Policy and Forest Measurement	1 Report			EDRD
		Establish REDD+ Data and Information Knowledge Management System	Improving Activity Data Accuracy Embedding of Integrated Framework into NFMS Extending NFI Construction of National Forest Level Accuracy Assessment for Forest Cover Change for NFRL Functional database system	Accuracy measure report 1 SOP 1 Final Report 1 SOP 1 Final Report 1 Final Report Procurement of new equipment			
			Conduct biomass calculations for 10 native species Develop methodology to detect Forest Degradation using RM Sensing approaches	Engagement of consultant to carry out study 1 SOP			
		Conduct Awareness Campaign	Conduct REDD+ Awareness Inception Workshop & Compile Report Introduction of ER-Program Develop Communication, Outreach Tools & Kit	Final Report – Lessons learnt 1 Report Information kits & Communication Plan			EDRD
			Develop REDD+ Website	Website developed & launched			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
				Civil Society Organization (CSO) Platform - conduct REDD+ Awareness Campaign	1 Report		
<u>Output 7.3</u> REDD+ Strategies developed by 2020	Demonstration of Climate Smart Agriculture (Agroforestry) established in the 3 divisions	Establish 6 demonstration plots of climate smart agriculture (2 per divisions)	Confirmation of sites for demo plots Installation of signage Programme + Budget Establish demo-plots Monitoring of production/growth Annual Report - Demo Plots		\$56,868 6 Plots (2 per Division)		EDOS
<u>Outcome 8:</u> Foster awareness and social responsibility (Climate change, good citizens, gender equality, disability issues, academic support etc.)	<u>Output 8.1</u> Ministry's Awareness Campaign & Trade Show completed by July 2020	International Day of Forests Celebrations Staging of Event	Ministerial Information & Advice Preparatory Work Awareness/ Outreach Material developed Logistical arrangements completed Mobilization	Prepare/submit Cabinet Paper Acquire cabinet decision Planning, Budget, Committee Awareness/ Outreach Material developed Logistical arrangements completed Mobilization	Cabinet Paper - Update of RDF (MT4Y) Committee Reports	\$55,511 Reports – after Trade/Roadshows	CF EDOS

SG 4 – Substantially Improve Service Delivery

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/ Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry & Stakeholders	<u>Output 4.1</u> Upgrade of the Silviculture Research Facility	Insect Repository established by July 2020	Documentation	Plans & Design Procurement & Upgrade Specimen Storage	1 Insect Repository Specimen catalogue	P2A4 \$134,572	EDRD
	Develop SOP (Guidelines) for Controlling Forest Pests & Diseases by July 2020	Documentation	Cataloguing Collation & Documentation Validation process	SOP for controlling pests & diseases Final Report			
	Establishment of Gene Conservation Areas (GCA) - In situ and Ex situ by July 2020	Specimen & material collection	Testing & Assessment Final Report Plans & Design Quantity Survey + Budgeting Submission of Budget	Plans & design, Quantity Surveyor's Report, Budget			
			Species Identification Site Identification Collection of genetic material Germination of germplasm Establishment (Planting/reforesting) Awareness and consultation Land Acquisition (leasing, etc)	Site (Map) Plan, 5yr Development Lease			
			Collection of genetic material Processing Storage and preservation	Seed Bank Report			

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/ Officer Responsible
			Establishment of Seed Bank (Storage) Establishment of Seed Clonal Orchards (SCO) - Plantation	Species Identification Site Identification Establishment (Planting/ reforesting)	Assessment Report for Clonal Seed Orchard		
		Ministerial advice of completed work	Inform Cabinet & acquire endorsement	Assessment and reporting Prepare/submit Cabinet Paper	1 Cabinet Paper - Upgrade of Research facilities		CF
<u>Output 4.2</u> Upgrade of Parks & Reserves Facilities by July 2020		Upgrade of Parks & Reserves Facilities by July 2020	Documentation & Tender Process	Design & quantity survey Tender & Selection process	Report on completion of Parks & Reserves facility upgrade	P2A8 \$200,000	EDRD
			Procurement & Construction	Procurement of materials			
				Construction/Upgrade			
<u>Output 4.3</u> Capacity of the Ministry's Staff enhanced through local & o/seas training		Staff are identified for training by July 2019	Training Needs Analysis completed by Aug 2019 Employee Skills Audit	Analysis derived from MyAPA Skill Gaps Analysis	TNA Report	P2A1	DCS
			Training Plan developed by Sept 2019	Training Courses ID	Skills Audit Report	\$88,571	
				Staff Listing - PS Approval			
			Training Plan activated	All necessary approval & clearances Budget & Transfers	Training Plan		
				Evaluation & Assessment	Training Reports		
					Review of Training Plan		
					SP 6: ORGANISATION EFFECTIVENESS		
<u>Outcome 10:</u>		Monthly Management		Collation & Compilation of doc, reports		P2A1	DCS & EDOS

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/Officer Responsible
Increased transparency and efficiency of Forest Revenue Systems & Asset Management	<u>Output 10.1</u> Financial Management System improved annually	Report including i. overdue debts report; ii. financial performance; iii. internal controls. iv. AP 741 and AP 711 reports submitted a week before end of each month	Preparation of Financial Performance Preparation of TMA Report to assess performance Assessment of Internal Controls & Audit Queries	Submission to MOE by 3rd week/month Collation & Compilation of doc, reports Submission to MOE by 3rd week/month Collation & Compilation of doc, reports Submission to MOE by 3rd week/month	Ministry of Forestry's 2019 -2020 Financial Management Plan Monthly Management Financial Report	\$88,571	

Outcome	Output	Key Performance Indicators	Activities	2019-2020 Targets		Budget Allocation	Division/ Officer Responsible
				Sub-Activities			
		Submission of Quarterly Financial Reports to Ministry of Economy	Vehicle Reports Write-Off Reports Arrears of Revenue	Quarterly Financial Reports to MOE			DCS
<u>Output</u> <u>10.2</u> Finance Manual developed annually	2019-2020 MOF Finance Manual developed by Sept 2019	Update, review and compile Ministry's Financial Manual for endorsement	Review 2017-2018 financial manual Compilation of update/revised Manual	2019-2020 MOF Finance Manual			
	Annual Financial Statement 2018 - 2019 submitted to OAG by Sept	Compilation of Annual Financial Statement	Submission & acquire endorsement Collation & Compilation of doc, reports	2018-2019 AFS Compiled			
<u>Output</u> <u>10.3</u> Asset Management improved annually	Board of Survey completed by June 2020	Conduct BOS for all divisions	Assessment, survey of all assets Update of Asset Register	BOS Reports			
	Annual Procurement Plan submitted to MOE by Sept	Compilation of Annual Procurement Plan	Collation & Compilation of div. plans	Annual Procurement Plan			
			Submission to MOE by Sept				
<u>Output</u> <u>11.1</u> Build capacity and efficiency in Human Resource Department	Human Resource Policy finalized by January 2020 All HR policies, guidelines developed by 2020	Finalised HR policies - Recruitment & Selection; Training; Performance Management; Discipline; HR Manual	Update, review HR Manual & Policy Circulate draft internally for comments Seek PS Approval & Minister's Endorsement Distribute Manual to all divisions	5 HR Policies: (Recruitment & Selection; Training; Performance Management; Discipline; HR Manual)	P2A1 \$88,571		DCS
	All vacancies advertised are	Complete Selection Process & compile	Confirm role description for advertising Selection panel approved				

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/ Officer Responsible
	<u>Output 11.2</u> Vacant posts filled within regulations (timeline)	filled within regulations (timeline)	report within 4th month of closing date of vacancy	Advertisement of posts Selection process Submission of selection report Provisional Appointment Issue of contract of service	Ministry of Forestry's 2019 -2020 Human Resource Management & Development Plan		
	<u>Output 11.3</u> Ministry's Organisation Structure is aligned to future needs	Annual Staff Assessment Report completed by June 2020	Complete assessment process by June 2020	Individual Work Plans endorsed Mid-year assessment completed by Nov	1 Annual Staff Assessment Report		
				Annual Assessment completed by April Moderation completed in June Final assessment completed in June			
		Staff Establishment Report by 5th of each month	Person to Post process conducted	Approval of staff movement in P2P Variation Notices issued	12 Monthly Staff Establishment Report		
<u>Outcome 12:</u> Improve information gathering, sharing & management to more effectively support decisions and planning.	<u>Output 12.1</u> Ministry's Information System updated and online by July 2020	Ministry's Database upgraded by January 2020	Gaps Analysis, Specs ID & Designing	Gaps analysis & finalize specs Procurement of equip/software programs Development & Upgrading database	MOF's Information Technology 2019-2020 Plan	P2A1 \$88,571	DCS
			Online (Export & Import) License Application System active by Nov 2019	Systems Analysis, Specs ID & Designing Analysis & finalize specs Development & Upgrading database Staff Training Specs ID Development of system	Online Licensing application activated by Nov 2019		

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/ Officer Responsible
	Ministry's intranet online by Dec 2019	Regular update of Ministry's Website	Information Updating	User Training	Intranet online by Oct 2019		
	Ministry's Biometrics System upgraded by Nov 2019	Development	Information collation from Divisions Analysis & Uploading Specs ID & Procurement Development of system	User Training & Registration Specs ID & Procurement Development of system User Training	Monthly Reports	Monthly Reports	
	PABX System active by Sept 2019 (CE Division)	Development				1 Report – after completion	
	Revise Information Technology Policy by January 2020	Review & Documentation	Review & Draft IT Policy Circulate draft internally for comments Finalize draft & circulate revised IT policy		1 IT Policy		
Outcome 13:	Output 13.1 Enhance Planning and Assessment capabilities	Annual Reports compiled & submitted by July 2020	Annual Review	HOD Annual Review Meeting Submission of Divisional Report Compilation of Annual Report	4 Annual Reports	P1A2 & P2A1 \$90,519	CF & DCS
	Approved Audited Annual Reports	2020-2021 Budget developed by February 2020	Budget Process	HOD Annual Review Meeting Submission of Divisional Budget	2020-2021 Budget Submission	P1A2 & P2A1 \$55,741	CF & DCS
					Compilation of 2020-2021 Budget		

Outcome	Output	Key Performance Indicators	Activities	Sub-Activities	2019-2020 Targets	Budget Allocation	Division/ Officer Responsible
Outcome <u>14:</u> Improve Communications within the Ministry and between the Ministry and Stakeholders	Output <u>14.1</u>	Communication Plan/ Strategy developed by January 2020	Consultations conducted internally and disseminate for awareness	Consultations conducted internally Develop Plan & Strategy Publish and disseminate for awareness	1 Communication Plan/ Media Strategy	P1A1 & P2A1	CF
Outcome <u>15:</u> Cooperation of citizens in achieving national/international goals and creating socially responsible & better informed citizens.	Output <u>15.1</u>	Annual Forestry Stakeholders Conference / Meeting	Organise annual meeting with key stakeholders	Identify stakeholders Identify issues Arrange logistics	Stakeholder Meeting	P1A2 & P2A1	CF
	Output <u>15.2</u>	Quarterly newsletters published	Each newsletter developed for each quarter.	Collect major stories and highlights from Divisions and within Fiji Forest Sector	Interviews/field visits Compilation and vetting of articles/news Publish & disseminate online	Quarterly newsletters	P1A1 & P2A1

APPENDICES

APPENDIX A: Forestry NDP Goal, Policies, Strategies & KPIs

Goal: Sustainable management and development of forestry resources		
Policies	Strategies	
Strengthen sustainable forest management.	<ul style="list-style-type: none"> ▪ Strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation. ▪ Long-term leasing mechanism(s) to support forest conservation, forest concession and plantation leases. 	
Encourage private sector participation in plantation development.	<ul style="list-style-type: none"> ▪ Develop a Plantation Policy that will ensure better management, development and production from plantations. ▪ Formulation of a National Land Use Plan. ▪ Provide the enabling environment for private sector investment in plantation development. ▪ Continue Fiji Hardwood Corporation Limited's (FHCL) re-planting programme. 	
Encourage the growth of timber product development.	<ul style="list-style-type: none"> ▪ Strengthen wood product research and promotion through the provision of appropriate infrastructure (eg. Facilities, machines, equipment). ▪ Support Micro, Small and Medium Enterprises (MSME) in their development of the niche products through appropriate MSME schemes. ▪ Upgrade plant and machinery used by Fiji Pine Group of Companies. 	

Key Performance Indicators

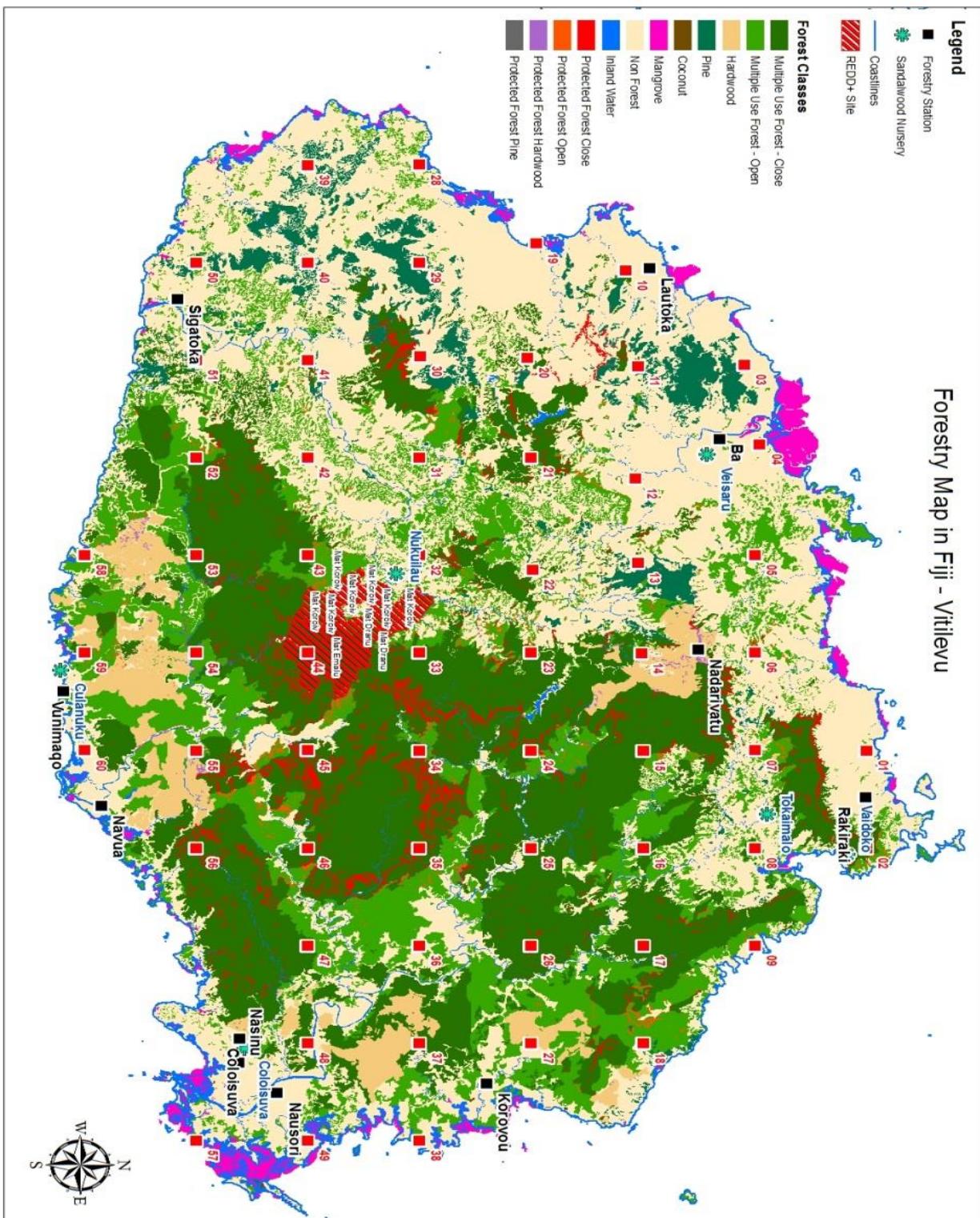
Indicator	2015	2021
Increase Fiji's forest area under long-term conservation to 16% (%) (SDG 15.2)	3	5
Forest area as proportion of total area (%) (SDG 15.1)	56	56

APPENDIX B: BILATERAL COOPERATION in FORESTRY

No.	International Obligations/Commitments
1.	UNFF United Nations Forum on Forests
2.	UNCBD United Nations Convention on Biological Diversity
3.	UNFCCC United Nations Framework Convention on Climate Change
4.	ITTO International Tropical Timber Organisation
5.	UNCCD United Nation Convention to Combat Desertification
6.	APFC Asia Pacific Forestry Commission
7.	CITES Convention on International Trade of Endangered Species of Flora and Fauna
8.	RAMSAR Ramsar Convention on Wetlands
9.	WTO World Trade Organisation
10.	FAO & FRA Food and Agriculture Organisation & Forest Resource Assessment
11.	APFNET Asia Pacific Forestry Network

No.	MOU	Year Signed
1.	State of Forestry Administration (Republic of China)	2015
2.	The Ministry of Environment & Forestry (Republic of Indonesia)	2018
3.	Thailand	Under the Fiji MOU with Thailand on Technical Cooperation signed in 2015
4.	ACIAR	2017

APPENDIX C: FORESTRY MAP – VITI LEVU



APPENDIX D: FORESTRY MAP – VANUA LEVU

Legend

■ Forestry Station

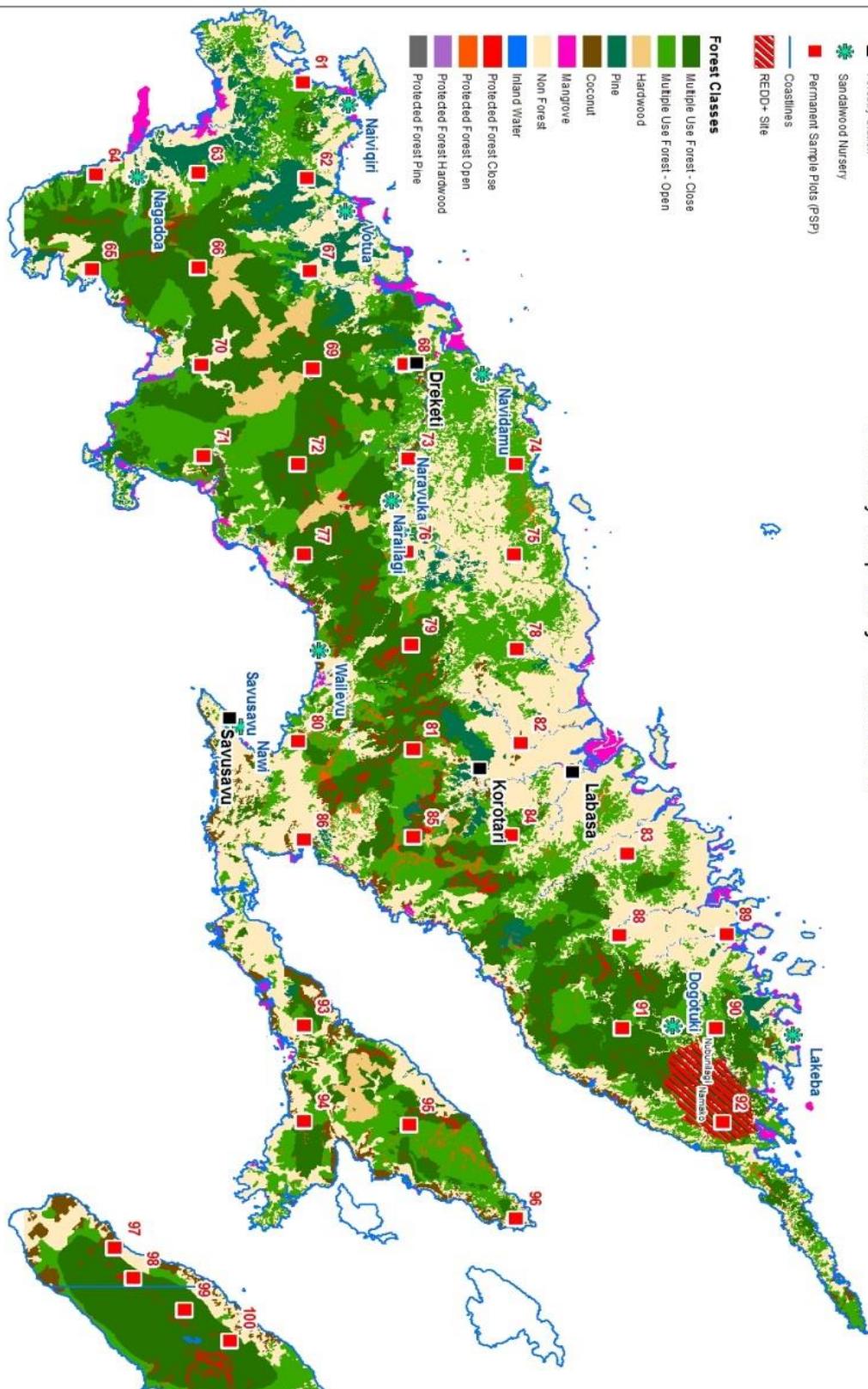
● Sandalwood Nursery

■ Permanent Sample Plots (PSP)

— Coastlines

REDD+ Site

Forestry Map in Fiji - Vanua Levu



APPENDIX E: MOF CONTACT INFORMATION

Forestry Office	Location	Phone
Headquarters	Takayawa Building, Augustus Street, Toorak, Suva	3301 611
Silviculture Research Division	Colo-i-Suva Forestry Station	332 2311
Management Services Division	Colo-i-Suva Forestry Station	332 0667
Forest Parks & Reserves	Colo-i-Suva Forestry Station	332 0211
Forestry Training Centre	Colo-i-Suva	332 2380
Timber Utilisation Division	Nasinu	339 3611
Timber Industry Training Center	Nasinu	334 3039
Labasa Office	Macuata House, Labasa	881 2077
Lautoka Office	Tagimoucia Street, Lautoka	666 1300
Nausori Office	Riverside Building, Nausori	347 7995
Forestry Office	Koronubu House, Ba	626 4287
Forestry Office	Vunimaqo Station, Deuba	345 1078
Forestry Office	Dreketi Office	829 1704
Forestry Office	Riverside Plaza, Rakiraki	669 4161
Forestry Office	Valeci, Savusavu	885 0436
Forestry Office	Lawaqa, Sigatoka	626 4460
Forestry Office	Tailevu	343 0100



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