



Ministry of Forestry

Sustainable Forests, Our Future

Operational Plan 2020-2021



COVID-19: 10 PRIORITY OPTIONS FOR A JUST, GREEN & TRANSFORMATIVE RECOVERY



Source: Partners for Inclusive Green Economies (PAGE), 2020. Partners for Inclusive Green Economy is an initiative involving UN Environment, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Global Green Growth Institute (GGGI), the Green Economy Coalition (GEC), the Green Growth Knowledge Partnership (GGKP), the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD), Poverty-Environment Action for SDGs (PEA), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), and the United Nations Partnership for Action on Green Economy (UN-PAGE).



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Operational Plan

2020-2021

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ACRONYMS

BUR	Biennial Update Reports
ERP	Emission Reduction Programme
ERPA	Emission Reduction Programme Agreement
FFHCOP	Fiji Forest Harvesting Code of Practice
FGRM	Feedback Grievance Redress Mechanism
GGF	Green Growth Framework
GHG	Greenhouse Gas Inventory
HAR	Harvesting Area Report
HR	Human Resource
ITTO	International Tropical Timber Organisation
MOE	Ministry of Economy
MOF	Ministry of Forestry
MRV	Measuring, Reporting, Verification
NDC	Nationally Determined Contributions
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

Fiji has been unfortunate to have experienced a series of disasters in a span of 5 months since December 2019. Tropical Cyclones Sarai and Tino affected Fiji in December 2019 and January 2020 respectively, which called for a Multi-Agency approach in addressing post disaster response. On 19 March, Fiji received its first case of the novel Coronavirus which resulted in an overhaul of resources focusing mainly in combating this deadly disease. While concentrating on COVID-19 preparedness and response plan, Fiji was struck again by a Category 4 Tropical Cyclone Harold which destroyed homes and sources of livelihoods including the damaging of trees and forests.

In light of the above events, this has made the Ministry more committed to escalate tree planting, our core role, at the highest level to support Fijians' livelihood, food security, business development and economic recovery. The tree planting target has now increased from 1 million annually (4MT4Y Initiative) to 2 million annually under the 30 Million Tree in 15 Years (30MT15Y) Initiative.

Trees and forests play crucial and multiple roles in mitigating climate change, protecting the natural environment and enhancing biodiversity, ensuring clean water and healthy food sources and contributing to socio-economic development. The Emissions Reduction Programme Agreement (ERPA) that will be signed this financial year, prompting the commencement of the 5 year Emission Reduction Programme (ERP) will ensure that Fiji continues to practice sustainable forests and land management that will safeguard the continuous provision of these ecosystem services and subsequently secure equitable returns to resource owners for the preservation and protection of their trees and forests.

With the global pandemic that haunts us today and affecting most Sectors, the Natural Resource Sector now plays critical roles in the livelihoods of the Fijian people and the economy as a whole. I am confident that being part of the Natural Resource Sector, the Ministry of Forestry will play its part by continuing its mass tree planting and restoring its forests, supporting local businesses in the Forestry sector, supporting income generating projects with communities, and helping rebuild lives and homes destroyed during these unfortunate events.

I am assured that my Ministry will live up to the expectations of the Fijian people in fulfilling its main roles and responsibilities, and will continue to sustainably manage and protect this natural wealth, our forests. I commend this 2020-2021 Costed Annual Operational Plan and believe that the staff will persistently pursue service excellence as we implement our deliverables with the support of all our stakeholders and partners.

Honourable Osea Naiqamu
Minister for Forestry



Statement from the Permanent Secretary

I am pleased to present the Ministry of Forestry's Costed Annual Operational Plan for the financial year 2020-2021.

Aside from the Plan aligned to Fiji's 5-Year and 20-Year National Development Plan and the United Nations Sustainable Development Goals, this Plan also addresses the 4 thematic areas of the Fijian Government going into year 2020-2021 which are:

- Economic recovery and business development;
- Access to basic services;
- Protection for the most vulnerable; and
- Food security.

The above thematic areas complement our continued focus on sustainable forest management which is the ultimate goal of the Ministry of Forestry. The Ministry is now moving towards its second year of the 30 Million Trees in 15 Years (30MT15Y) Initiative and is on track, with the able leadership of the Minister for Forestry, the Honourable Osea Naiqamu, to achieve this target with the assistance from its various dedicated stakeholders.

In light of recent events, and with a budget of \$15.7 million, the Ministry will continue to assist all Fijians in ensuring that their livelihood and well-being are encompassed in its initiatives and Programmes. Supporting income generating projects and MSMEs, and contributing to food security and socio-economic development are some of the initiatives that we will continue to implement for the benefits of all Fijians.

The Ministry is committed to continue assisting maritime and rural communities in harvesting their matured forest resources for their livelihood and also rebuilding homes from salvaged trees post cyclones.

Latest technologies such as the use of drones and tablets have been acquired to enhance our monitoring and surveillance capabilities, coupled with the generation of real time information on all forest operations. The Ministry will continue to improve on this with the assistance of key partners and stakeholders through the development of MOUs.

The Ministry has revamped its Website and will continue to 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. In addition, online licensing is nearing completion and will be fully operational in 2020-2021. This will address the "ease of doing business" initiative and also ensure that the public can access our services from their safe environment during this time where physical distancing is paramount.

This year and the years ahead will no doubt be a challenging time for all Fijians; however I am confident that the staff of the Ministry of Forestry will do its part in restoring some form of normalcy for our beloved nation. I commend this Plan in its entirety to all staff of the Ministry and wish them well in its implementation.

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 of Forestry's thirteen year Strategic Development Plan (SDP), and the Forestry goals and priorities in Fiji's National Development Plan (NDP).

In light of the COVID-19 pandemic and bearing in mind its impacts on the global and local economy, the Ministry has mainly focused on its initiatives and activities that support the thematic areas of the Fijian Government going into year 2020-2021 which are: Economic recovery and business development; Access to basic services; Protection for the most vulnerable; and Food security.

This of course complements the Ministry's vision of sustainably managing Fiji's forests and forest resources with relevant stakeholders. This Plan sets a clear conduit for the Ministry to achieve these goals and priorities 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 socio-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 diversify of views
- **Resourceful** - We will be practical, creative, effective 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
• 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	• Civil Service Regulation 2017 • Finance Instructions 2010 • Fiji Procurement Regulations & Amendments 2010	• General Order 2011 Terms & Conditions of Employment for GWE's 2010 • Ministry's Risk Management Policy	• MOF Training Plan • MOF Asset Management Plan • MOF Strategic Workforce Plan • MOF Strategic Development Plan 2017-2030	• MOF HR Manual • MOF Finance Manual

Table 2: Forestry Sector Management

Legislations	Regulations	Policies	Plans	Manuals
• Forest Act 1992 • National Research Bill • Environment Management Act (EMA) • Biosecurity Promulgation • Native Land Trust Act 2012 (amended)	• 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	• Fiji Forests Policy 2007 • REDD+ Policy 2011 • Forest Certification • Forests Plantation Policy • Fiji Climate Change Policy 2018-2030 • Public Private Partnership Policy 2019 • Draft Energy Policy 2013 • Fiji Rural & Land Use Policy 2005 • Fiji NDC Implementation Roadmap 2017-2030	• National Biodiversity Strategy and Action Plan (NBSAP) • Green Growth Framework (GGF) • National Development Plan (NDP) • National Adaptation Plan (NAP) 2018	• 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.

Investor (Business Operators, Industry Associations/Council

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

Public/Consumers

- Public concerns relate to the sustainability of resources and environmental 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	Human Resource Management - Learning and development - Recruitment and selection - Performance management - Health and Safety Finance - Performance budgeting and monitoring - Payroll management - Payments and Revenue collection - Reporting and Financial statement - Financial controls - Board of survey Asset Management - Buildings and equipment - Fleet Information Technology and Management - IT infrastructure - Databases - Registry
Planning, Policy, M&E and Statistics Division	- Policy research & analysis - Economic planning & annual reporting - Statistics - Trade & investment facilitation - Monitoring & Evaluation (Plans & Projects) - Secretariat services (cabinet & parliamentary processes, MOU/MOA)

Functional Divisions /Sections	Functions & Services
Silviculture Research & Development	- Forest health, bio-security & bio-diversity - Tree species development - Seed & nursery technology - Natural forest management - Research publications
Forest Resource Assessment and Conservation	- Monitoring Information System (MIS)/Geographic Information System (GIS) - Resource inventory - Resource assessment - Mapping and surveys - International conventions - Environment management - REDD+ Readiness & Emission Reduction Programme
Forest Parks & Nature Reserves	- 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	- Research & investigation - Quality management systems/Timber grading - Timber trade - Sawmilling - Preservation - Product research and development
Education & Training (FTC & TITC)	- 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)	- 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 inspectoral services - Issuance of harvesting license.
Afforestation, Reforestation and Agroforestry	- Provide extension/advisory services & raising awareness - Reforestation & afforestation activities - Promote Agroforestry

OUR PROGRAMMES & PROJECTS (2020-2021)

Table 4: MOF Programmes & Projects

Programme	Activities	Total Allocation by Activity (\$000)	Capital Projects within each Activity SEG 6-9	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
1. Policy and Admin.	1. General administration and accounts.	1,646.0			
	2. Economic policy, planning and statistics.	306.2			

Programme	Activities	Total Allocation by Activity (\$000)	Capital Projects within each Activity SEG 6-9	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
2. Forestry.	1. General admin.	1,775.9	Fiji Pine Trust (R)	745.1	Sustainable management of Communally owned Pine plantations.
			ITTO Subscription	128.8	Coastal Rehabilitation and support community livelihood.
			ITTO Rewa Delta Project	91.9	
			APAFRI Subscription	2.5	Access to forest based research and technical assistance
			IUFRO Subscription	2.5	
			Forest Subsidy on Value Adding Machines	50.0	Support forest based MSMEs.
	2. Forest conservation and management services.	1,632.1	REDD+ (Fiji Govt.) (R)	454.9	To complete the Readiness Phase.
			REDD+ (WB) (R)	500.0	
	3. Training and education.	820.7			
	4. Silviculture research, resource assessment and development.	526.3	Upgrade of Tree Seed Centre. (R)	50.0	Improve seed storage facility to maintain seed quality.
	5. Timber utilisation research and product development.	1,768.6	Training Expenses	10.0	Skills & knowledge development for staff & stakeholders.
			Research and development of wood and non-wood species. (R)	150.0	Promote lesser known species to our local timber trade industries.
			Upgrade of office and forestry quarters. (R)	300.0	Improve working and living conditions for staff.
			Sandalwood development. (R)	80.0	Sustainable management of the sandalwood species
			Plywood Standard	3.0	National Plywood Standard developed and adopted
	6. Extension and advisory services (harvesting and logging; forest planting and afforestation)	2,476.4	Reforestation of Degraded Forests (RDF) with indigenous & other species. (R)	2,000.0	Rehabilitate degraded/ vulnerable forest area and Improve Fiji's forest cover. Revive local indigenous species.

Programme	Activities	Total Allocation by Activity (\$000)	Capital Projects within each Activity SEG 6-9	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
	7. Monitoring, control and surveillance (harvesting & logging);	4,320.9	Monitoring, control and surveillance of logging Operations.	80.0	Enhance compliance level of operations.
			Maritime Pine Development (Cicia, Gau and Kadavu). (R)	1,000.0	Revive the community pine development scheme.
			Purchase of Harvesting Machine. (R)	220.0	Revive the community pine development scheme.
			Purchase of Equipment – Lakeba Pine Scheme. (R)	290.0	Revive the community pine development scheme.
			Utilisation of Waste Wood. (R)	316.2	Enhance value adding on our timber products and reducing waste wood.
	8. Forest parks, recreation and nature reserves.	421.2	Upgrading and maintenance of forest parks.	87.0	Improving forest park facilities to provide better services.
	TOTAL	\$15,694.2			

MINISTRY OF FORESTRY INPUT ALLOCATION

2020-2021 BUDGET HIGHLIGHTS

The total budget for the Ministry in 2020-2021 is \$15.7 million, comprising \$10.1 million for operating expenditure (SEG 1-7), \$4.9 million for capital expenditure (SEG 8-9) and VAT (SEG 13) of \$0.7 million. The total budget represents an increase of \$0.9 million (6.3%) when compared to the 2019-2020 COVID19-revised budget of \$14.8 million.

Table 4: Ministry of Forestry Budget summary FY2020-2021

SEG	SEG Particulars	Actual 2018-2019	2019 – 2020 Revised Budget (\$000)	Change (\$000)	Estimate 2020-2021 (\$000)
1	Established Staff	4,308.6	4,170.2	-34.6	4,135.6
2	Government Wage Earners	1,480.6	1,749.3	-291.7	1,457.6
3	Travel and Communications	636.1	536.0	-172.6	363.4
4	Maintenance and Operations	1,207.5	1,358.9	-51.9	1,307.1
5	Purchase of Goods and Services	1,183.4	1,099.0	-16.4	1,082.7
6	Operating Grants and Transfers	975.3	878.9	50.0	928.9
7	Special Expenditures	2,027.7	1,806.7	-1,001.8	804.9
	TOTAL OPERATING	11,819.1	11,599.1	-1,519.0	10,080.1
8	Capital Construction	2,216.6	2,158.5	1,229.6	3,388.1
9	Capital Purchase	297.2	507.4	1,002.6	1,510.0
	TOTAL CAPITAL	2,513.8	2,665.9	2,232.2	4,898.1
13	Value Added Tax	540.8	537.0	179.0	716.0
	TOTAL EXPENDITURE	14,873.7	14,802.0	892.2	15,694.2

STAFF PROFILE

Table 5: Staffing (as at 31 July 2020)

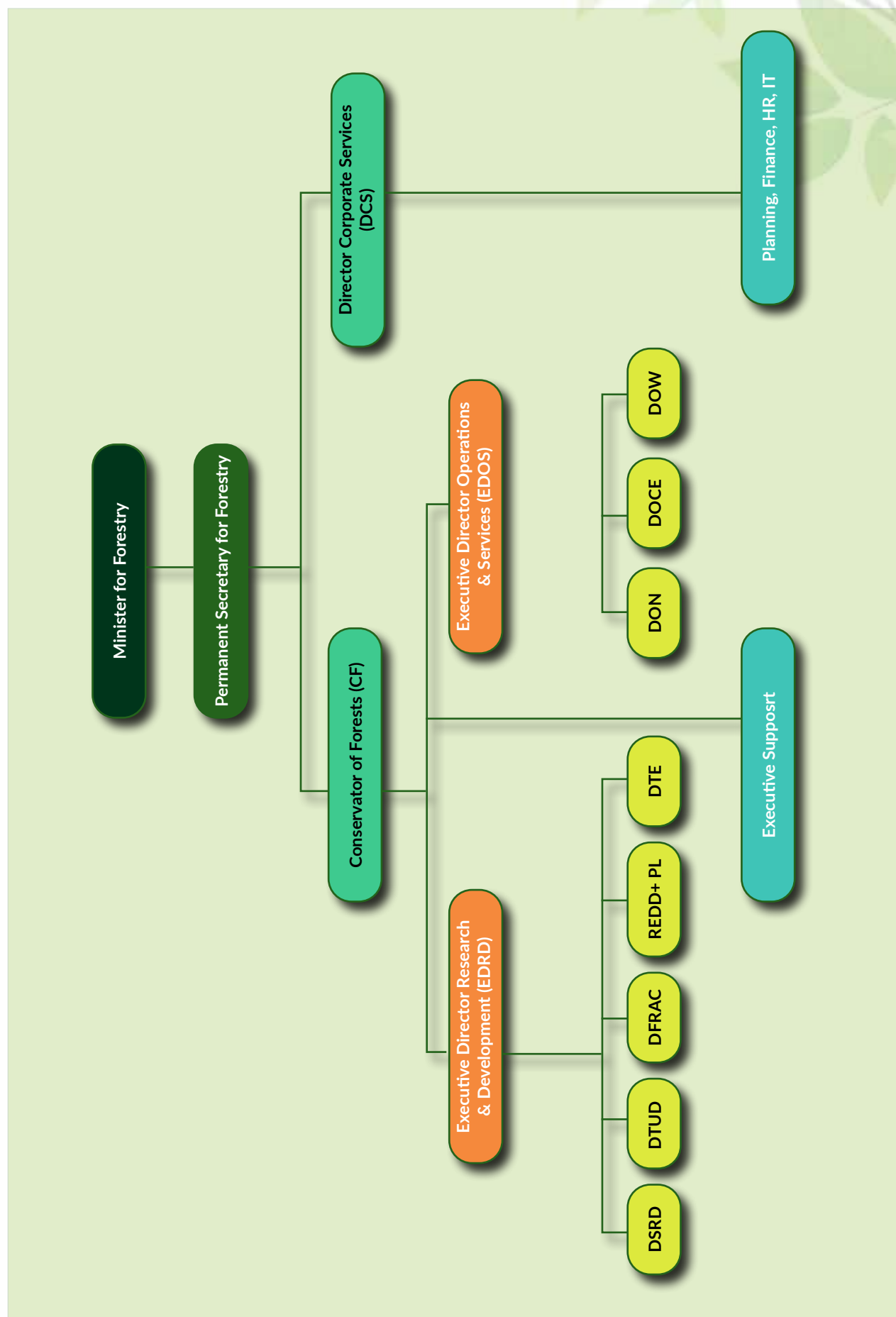
Pro-gramme	Established		GWE		Project		Total	
	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Total Approved Staff Posts by Prog.	Total Staffing Strength by Prog.
1 – Policy and Admin	31	26	3	3	0	0	34	29
2 - Forestry	116	104	90	73	34	31	240	208
TOTAL	147	130	93	76	34	31	274	237

STRATEGIC WORKFORCE PLAN

The Ministry has developed its draft Strategic Workforce Plan (SWP) for FY2020 – 2021. 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 274 posts, of which 147 (54%) are established posts, 93 (34%) are GWE posts and 34 (12%) are project posts. The current staffing strength as at 31st July 2020 stands at 237 which is 86.5% 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
Phone: 9906910



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



Executive Director Operations & Services
Mr. Manasa Luvunakoro
Phone: 9966806



Director Corporate Services
Ms. Laite Cavu
Phone: 9906983



Team Leader REDD+
Mr. Ilaisa Tulele
Phone: 9984571



Director Silviculture Research
Mr. Jale Tauraga
Phone: 9928958



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



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



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



Director Operations West
Vacant
Phone: 9966896



Director Operations North
Mr. Moape Lotawa
Phone: 9966794



A/Director Training & Education
Mr. Sailosi Kinivuawai
Phone: 9904891

MINISTRY OF FORESTRY: 2020-2021 YEAR PLANNER

Table 6: MOF 2020-2021 Year Planner

QUARTER 1		
August 2020	September 2020	October 2020
2020-2021 Operational Plan finalised and disseminated. - Divisional/Individual Work Plan finalised. - Monitoring & Evaluation - End of year Review. - CP Submission – 11th - Cabinet Meeting – 04th & 18th - Parliament Sitting – 31st	- Constitution Day – 7th - CP Submission – 01st, 15th & 29th - Cabinet Meeting – 8th & 22nd - Parliament Sitting – 01st -04th	- CP Submission – 13th & 27th - Cabinet Meeting – 6th & 20th - Fiji Day – 10th - Prorogation – 26th - World Habitat Day – 05th - World Food Day – 16th
QUARTER 2		
November 2020	December 2020	January 2021
- Monitoring & Evaluation – 1st Qtr 1st Quarter Review. - CP Submission – 10th - Cabinet Meeting – 03rd & 11th - Opening of Parliament – 30th - Prophet Mohammed's holiday – 02nd - Diwali – 16th 2021-2022 TMA Operational Plan submitted to MOE	- CP Submission – 08th - Cabinet Meeting – 15th - Christmas Day – 25th - Boxing Day – 28th - Parliament Sitting – 07th – 11th	- CP Submission – 05th & 19th - Cabinet Meeting – 12th & 26th - Mid-year budget review - Budget circular issued - Prepare 2020-2021 OP & Budget - New Year's Day – 1st - International Day of Education – 24th
QUARTER 3		
February 2021	March 2021	April 2021
- Monitoring & Evaluation – 2nd Qtr 2nd Quarter Review - CP Submission – 02nd & 16th - Cabinet Meeting – 09th & 23rd - Mid-year budget review - Prepare 2019-2020 OP & Budget	- International Day of Forests – 21st - CP Submission – 02nd, 16th & 30th - Cabinet Meeting – 09th & 23rd - OP & Budget Consultation - World Water Day – 22nd - World Wildlife Day – 03rd	- CP Submission – 13th & 27th - Cabinet Meeting – 06th & 20th - Good Friday – 02nd - Easter Monday – 05th - Draft Costed OP & Budget Submission to MOE - MyAPA assessment - International Mother Earth Day – 22nd
QUARTER 4		
May 2021	June 2021	July 2021
- Monitoring & Evaluation – 3rd Qtr 3rd Quarter Review. - Draft 2021-2022 Operational Plan - Budget consultation with MOE - CP Submission – 11th & 25th - Cabinet Meeting – 04th & 18th - International Day for Biological Diversity	2019-2020 Budget Announcement & Debate - MyAPA assessment (April 2020-May 2021) - CP Submission – 08th & 22nd - Cabinet Meeting – 01st, 15th & 29th - World Environment Day – 05th - World Oceans Day – 08th - World Day to Combat Desertification and Drought – 17th	- Cabinet Submission – 6th - Cabinet Meeting – 13th 2021-2022 Operational Plan reviewed and finalized. - Annual Procurement Plans submitted to MOE for approval

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

MINISTRY OF FORESTRY PLANNING FRAMEWORK



NATIONAL DEVELOPMENT GOALS & POLICIES



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

DESCRIPTION OF STRATEGIC GOALS AND 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	Strategic 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 Enactment of the Forest Bill by 2020 to support the Forest Policy 1.2 Planted Forest Policy finalised and adopted. 1.3 REDD+ Policy reviewed and adopted. 1.4 Rural Fire Strategy developed by 2021. 1.5 National Afforestation & Reforestation Guideline developed by 2020	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. SG1: 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 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 Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life Below Water Goal 15: Life on Land
	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 2020. 2.3 Blue Carbon determined by 2025. 2.4 Permanent Forest Estate established by 2025. 2.5 Greenhouse Gas Inventory determined by 2022. 2.6 Feedback Grievance Redress Mechanism established by 2021. 3.1 Reforestation of Degraded Areas Programme implemented. 3.2 2 Million Trees (2020-2021 target) planted by July 2021. 3.3 Urban Forestry adopted. 3.4 Law Enforcement, Licensing Compliance and Monitoring.	Outcome 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. Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions)		

NDP Goal (Forestry)	Strategic Priority	Outputs	Strategic Outcomes	Strategic Goals Contributed To	Linkages to SDG	
	Strategic Priority 3: Capacity Building (Ministry & Stakeholders)	4.1 Silviculture Research Facility Upgraded.	Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry.	SG2: Improve the socio-economic impact of Forests SG4: Substantially improve service delivery	Goal 1: No Poverty	
		4.2 Research Publications by July 2021.			Goal 2: Zero Hunger	
		4.3 Operation & Upgrade of the Parks & Reserves Office.			Goal 4: Quality Education	
		4.4 Capacity of the Ministry's Staff enhanced through local & overseas training			Goal 5: Gender Equality	
		5.1. One Non-wood Product Industry developed by 2020.	Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Agreements & Partnerships.		Goal 6: Clean Water and Sanitation	
		5.2 Technical training Programmes by FTC & TITC.			Goal 7: Affordable and Clean Energy	
		5.3 Partnership with International/local bodies maintained.			Goal 8: Decent Work and Economic Growth	
		6.1 Forest Sector contribution to GDP increased by 2% by 2022.	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses.		SG2: Improve the socio-economic impact of Forests	Goal 9: Industry, Innovation and Infrastructure
		6.2 TMA 2020 balance increased by 20% by July 2021.				Goal 11: Sustainable Cities and Communities
	6.3 Sustainable Trade Environment adopted.	Goal 12: Responsible Consumption and Production				
	Strategic Priority 4: Stewardship	7.1 Achievement of at least 2 of Fiji's commitment to international obligations by 2022.	Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	SG3: Contribute positively to the Global Environment	Goal 13: Climate Action	
		7.2 Carbon Trading Policy & financing mechanisms developed & adopted by July 2022.			Goal 14: Life Below Water	
		7.3 Development of Agroforestry integrated in forestry and agricultural practices.			Goal 15: Life on Land	

NDP Goal (Forestry)	Strategic Priority	Outputs	Strategic Outcomes	Strategic Goals Contributed To	Linkages to SDG
		8.1 Ministerial statements and speeches 8.2 Ministry's Awareness Campaign & Trade Show completed by July 2021. 8.3 Successful Pacific Week for Agriculture & Forestry. 8.4 Rehabilitation works by the Ministry. 8.5 Inter-Agency collaboration at Divisional level.	Outcome 8: Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues etc.)		Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation
		9.1. Forest Trust Fund established by 2021.	Outcome 9: Development & enhancement of Forest financing mechanisms related to conservation and protection measures.	SG1: Establish sustainable life cycle management of forest resources in Fiji	Goal 7: Affordable and Clean Energy
		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	Goal 8: Decent Work and Economic Growth
		11.1 Vacant posts filled within regulations. 11.2 Ministry's organisation structure aligned to future needs.	Outcome 11: Build capacity and efficiency in Human Resource Department.	SG4: Substantially improve service delivery	Goal 9: Industry, Innovation and Infrastructure Goal 11: Sustainable Cities and Communities
		12.1 Ministry's information system updated and online by July 2021. 12.2 Human Resource Management Information System developed. 12.3 Forestry Statistics updated annually. 12.4 HOD reports compiled 12.5 Forestry GIS & Remote Sensing technology research & development.	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.		Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life Below Water Goal 15: Life on Land
	Strategic Priority 5: Forest Financing				
	Strategic Priority 6: Organisation Effectiveness				

NDP Goal (Forestry)	Strategic Priority	Outputs	Strategic Outcomes	Strategic Goals Contributed To	Linkages to SDG
		13.1 Ministry Plans developed. 13.2 Approved audited Annual Reports compiled and budget developed by July 2021. 13.3 Monitoring and Assessment of Plans/ Programmes/ Projects.	Outcome 13: Enhance Planning and Assessment capabilities.		Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation 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 Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life Below Water Goal 15: Life on Land
		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 and Press Releases 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	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
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 Forest Bill to support the Forest Policy by 2020	Promulgation of Forest Decree by Dec 2020	Forest Decree promulgated & enacted	Review of Current 2016 Bill Cabinet Submission for endorsement	1 draft Bill 1 Cabinet Paper	P2 A1	CF
		Economic Study completed by 2021 (fees, charges, taxes, tariffs)	Desktop analysis of all forest related information & developing of draft report	Collation of 10-yr Harvesting Reports + Forest Management Plans by Divisions (C/E, N, W) Collation of 10-yr Processing & Export Report Economic Analysis of the performance of the Timber Industry in the last 10-years	3 Reports (CE/N/W) 1 x 10yr Processing & Export Report 1 Economic Report (fees & charges for all forest related operations)	P2A7 \$158,178 P2A5 \$63,350 P1A2	EDOS EDRD CF
		Reviewed Sawmill Regulations enacted by 2021	Documentation & collation of information Consultation Process Acquire Cabinet Approval	Consult Min of Economy, SGO & relevant stakeholders Stakeholders' validation workshop Compile Final Economic Report	1 Meeting Report - of all stakeholders involved in the consultation process	P2A1 \$49,206	CF
				Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper (Fees & Charges - Eco. Review)		
				Collate Information, documentation Desk top analysis of Gaps Revise Sawmill Regulations Stakeholders' validation workshop Final draft of revised regulations	1 Report - Reviewed Sawmill Regulation	P2A5 & R2R Project \$50,000	CF
				Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Sawmill Regulation		
		Reviewed Sawmill Regulations enacted by 2021	Documentation & collation of information Consultation Process Acquire Cabinet Approval	Collate Information, documentation Desk top analysis of Gaps Revise Sawmill Regulations Stakeholders' validation workshop Final draft of revised regulations	1 Report - Reviewed Sawmill Regulation	P2A5 & R2R Project \$50,000	CF
				Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Sawmill Regulation		
				Collate Information, documentation Desk top analysis of Gaps Revise Sawmill Regulations Stakeholders' validation workshop Final draft of revised regulations	1 Report - Reviewed Sawmill Regulation	P2A5 & R2R Project \$50,000	CF
				Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Sawmill Regulation		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management	Output 1.1: Enactment of the Forest Bill to support the Forest Policy by 2020	Reviewed Forest Treatment Preservation Regulations enacted by 2021	Documentation & collation of information	Collate Information , documentation Desk top analysis of Gaps	1 Report - Reviewed Preservation Regulations	P2A5 & R2R Project \$50,000	CF
			Consultation Process	Revise Sawmill Regulations Stakeholders' validation workshop			
			Acquire Cabinet Approval	Final draft of revised regulations Prepare/submit Cabinet Paper Acquire cabinet decision			
		Appropriate legal mechanisms to support ER Programme finalised by 2021	Documentation & collation of information	Collate Information , documentation Desk top analysis of Gaps	1 Report - Carbon Leases & registration	P2A2 & P2A1 \$90,098	CF
			Consultation Process	Draft New Carbon Legislations Stakeholders' validation workshop Final Report + New Carbon Legislation			
	Output 1.2: Planted Forest Policy finalised and adopted	Development of the Planted Forest Policy by 2021	Acquire Cabinet Approval	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - ER Programme	P2A1 Supported by REDD+ \$30,000	CF
			Finalise Policy	Review of current draft developed by FAO	Final draft Planted Forest Strategy & Policy		
			Inform Cabinet & acquire endorsement	Final Draft of Plantation Policy Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Planted Forest Policy		
		Policy reviewed and developed by 2020.	Finalise Policy	Review of the REDD+ Policy 2011	1 REDD+ Policy	REDD+ Capital	EDRD
			Inform Cabinet & acquire endorsement	Final draft of the REDD+ Policy Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Planted Forest Policy		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
	Output 1.4: Rural Fire Strategy developed by 2021	Draft Rural Fire Strategy endorsed by Cabinet by 2021	Documentation & collation of information	Collation of information & documentation	1 Rural Fire Strategy Report	P2A1 & P1A2 R2R Project funded	CF
			Consultation Process	Desktop Analysis - Gaps			
				Draft Rural Fire Strategy			
				Stakeholders' validation workshop			
				Present final report at national meeting.			
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Rural Fire Strategy		
	Output 1.5: National Afforestation & Reforestation Guideline	National Afforestation & Reforestation Guideline developed by 2020	Multi-stakeholder consultation & participation	Regular meetings of stakeholders for consultation and drafting Guideline	1 Guideline	P2A1	EDRD
			Seek Cabinet endorsement	Develop cabinet paper & submit to Cabinet for endorsement of the Guideline	1 Cabinet Paper submitted	Supported by REDD+	

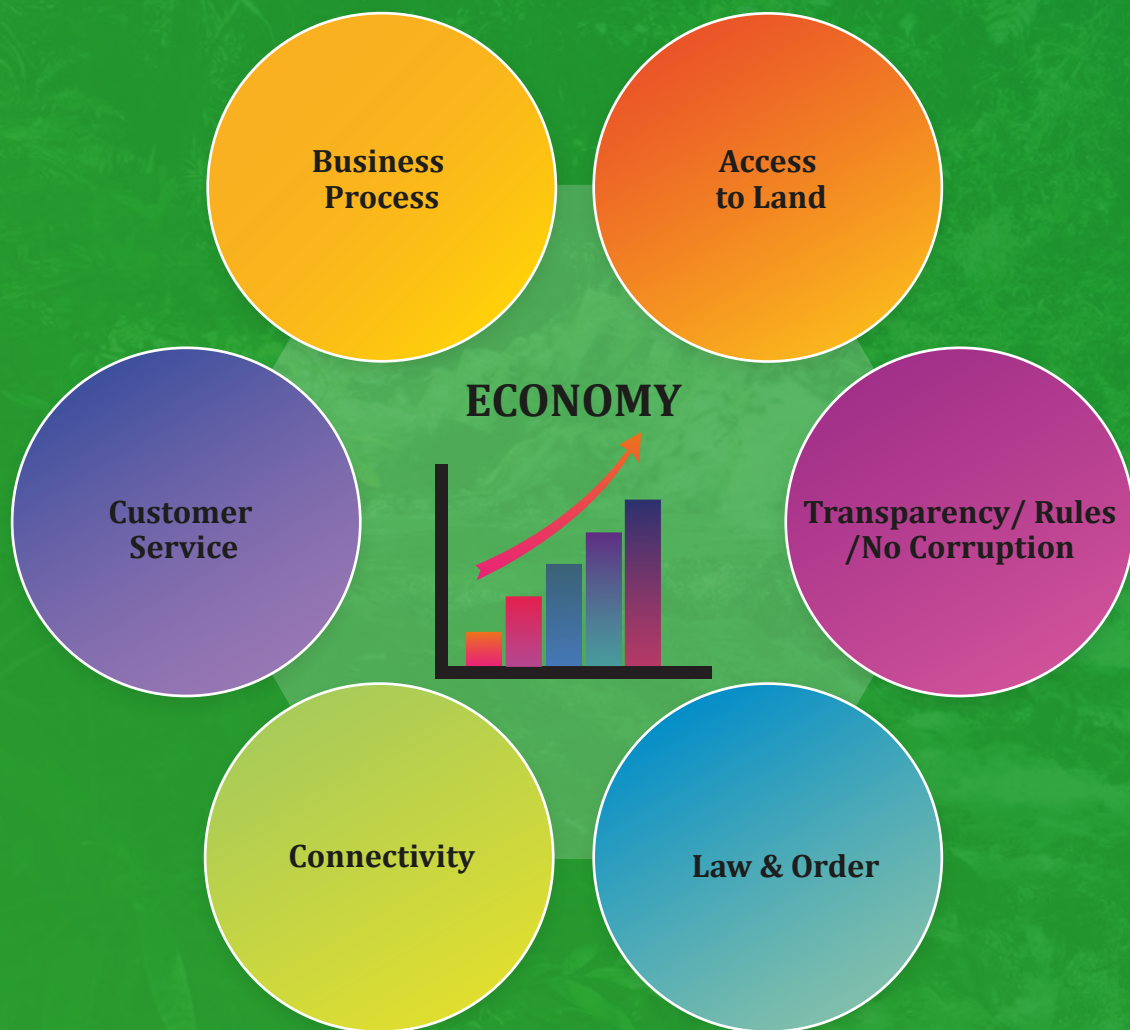
Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 2: Strengthen forest resource 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.	Output 2.1 National Standards for Processing Systems for Fiji established by 2020	Draft National Plywood Standards endorsed by 2020	Develop National Plywood Standards	Work with MCITT to develop standard	1 Report on National Plywood Standards	P2A5 \$3,000	EDRD
				Consultation	1 Draft National Plywood Standard		
				Final draft of National Plywood Standards			
				Present final report at national meeting			
		National Plywood Market Survey	National Plywood Market Survey	3 Divisional Consultation with Hardware & Retailers on supply and demand with annual forecast.	1 consultation report	CF	CF
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper - Nat. Plywood Standards		
		Establish National Forest Certification Standards by December 2022	Finalize engagement with Forest Stewardship Council (FSC) Systems	Acquire cabinet decision		\$20,000	EDRD
				Official Engagement with FSC	1 Report - engagement with FSC & TOR for Committee		
				National Stakeholders' Meeting			
		National Code of Practice in Wood Processing (Log Yards & Sawmilling)	Development and consultation	Establish FCS Steering Committee	1 Cabinet Paper - National FCS & FSC	P2A5 & R2R Project \$50,000	EDRD
				Acquire cabinet decision			
				Stakeholder consultation on the Draft National Code of Practice	1 Report on National Standards for Processing Systems		
				Collation of feedbacks from stakeholders	1 Draft National Code of Processing Standards		
		Review Annual BP(TMA) endorsed by 2020	Inform Cabinet & acquire endorsement	Finalise National Code of Practice for Wood Processing		CF	CF
				Present final report at national meeting			
			Compile BP - TMA	Prepare/submit Cabinet Paper	1 Cabinet Paper - Nat. Standards for processing		
				Acquire cabinet decision	1 Business Plan for TMA		EDRD

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
Output 2.2: Forest Monitoring System developed by 2020	Annual Harvest Area Report produced by Dec 2020	Update Database	SOP Guidelines for Data Collection		1 SOP for data collection	P2A2 & P2A7 \$1,862,975	EDRD (FRAC)
			Submission of Harvest Area Reports by Divisions		Quarterly Reports for HAR (1 Report per Division per qtr)	P2A7	EDOS
			Compilation of Annual HAR		1 report – Annual HAR	P2A2	EDRD
		Develop Native Species Prescriptions and inclusion of Biomass data collection for additional carbon sinks	NFI 2020 Report (including biomass for additional carbon sinks)		2006 NFI Report	P2A2 Supported by REDD+	EDRD
			Determine growth models & annual allowable cut for 10 commercial trees		2020 NFI Report (including biomass for additional carbon sinks)	2006 NFI – US\$47,000	
			Stakeholders' validation workshop		1 Report - Growth Models & Annual Allowable Cut for 10 commercial species	2020 NFI – US\$1.29 million	
		DLT Implementation Guideline	Draft DLT Implementation Guideline		DLT implementation Guideline submitted to PSF	P2A4	EDRD
			Training of harvesting staffs and stakeholders and validation of the DLT guideline				
			Draft Cabinet Paper for endorsement of the Guideline.		1 DLT Cabinet Paper		
		Develop allometric modeling	Engage consultant, Data collection & Data analysis		Allometric & Biometric Model developed	P2A4 Supported by REDD+ US\$324,400	EDRD
			Identification of schedule 1 commercial species		1 Report	P2A4	EDRD
			Analysis of NDF Reporting and Consultation				

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible	
		Determine Economic Value of Ecosystem Services by Dec 2022	Collection of data for analyzing Payment for Ecosystem Services	Develop TOR for consultant and preparatory work for PES	Consultant's report on the parameters and model by Dec	P2A2 Supported by REDD+ Capital fund US\$30,000	EDRD	
		Preparation of final report on Forest Monitoring System & submission for Cabinet decision	Collation of reports for Forest Monitoring System	Collation of all reports Produce Final Report	1 Report - Forest Monitoring System	\$5,000	EDRD	
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - New/revised Forest Monitoring System		CF	
		Output 2.3: Blue Carbon determined by 2025	Contribute to the Blue Carbon Inventory by 2021	Establish Mangrove Forest Inventory	Establishment of Blue Carbon Inventory to capture Mangrove Forest Carbon Data Legislation to protect mangrove forests, to support as in the 2007 Fiji Forest Policy Collaborative development with Ministry of Environment & Ministry of Fisheries	Mangrove Inventory completed as contribution to the BC Inventory	P2A2 Supported by REDD+	EDRD
	Output 2.4: Permanent Forest Estate established		Permanent Forest Estate established by 2025	Concept & Cabinet Paper	1. Multi-agency Consultation 2. Concept & Cabinet Papers drafted & submitted for endorsement 3. Funding proposal developed 4. Funding secured by June 2021	Concept Paper Cabinet Paper Funding proposal/commitment	P2A2 & A8	EDRD

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
	Output 2.5: Greenhouse Gas Inventory	Greenhouse Gas Inventory for AFOLU established by 2022	Training & establishment of GHG Inventories	1. Improve the GHG Inventory for the upcoming BUR 2. Develop a Forest Reference Level for submission to UNFCCC 3. Estimate REDD+ Results for submission as part of the BUR 4. Assess the quality of REDD+ Results 5. Training on preparing national inventory report 6. Training on NDC and REDD+ accounting and on assessment of transparency and consistency of mitigation actions between REDD+ and the NDC 7. Assessment of existing legislation for climate change & REDD+ and dedicated training 8. Training on REDD+ Registry	1. 1 Progress Report 2. Forest Ref Level developed 3. 1 report 4. 1 Assessment report 5. 1 training report 6. 1 training report 7. 1 Assessment report 8. 1 training report	P2A2 REDD+ & CFRN Supported	EDRD
	Output 2.6: Feedback Grievance Redress Mechanism	Feedback Grievance Redress Mechanism Unit established by 2021	Training on FGRM issues Secure funding Establish FGRM Unit	1. Training & awareness of Stakeholders on FGRM & Gender-Based Violence Issues 2. Secure funding/partnerships 3. Develop/Custom Timby app for Fiji FGRM to interface with communities	Partnerships/Funding for FGRM Unit secured Timby app developed for Fiji 2 FGRM Officers	In partnership with REDD+ & Marstel-Day & Tower Strategy Group	

FIJIAN GOVERNMENT'S PRIORITIES



The Ministry notes with a great degree of seriousness that Government's immediate priority is to grow Fiji's Economy. This is clearly shown in the above model with the Economy at the core of Government's efforts; to generate revenue from as many sectors as possible, and from a forestry perspective, the act of growing the economy must be done in a sustainable manner to cater for current and future generations, but importantly also to address climate change, environmental and conservation efforts, among others.

2020-2021 MAJOR INITIATIVES



Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
Outcome 3: Enhance implementation/adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions)	Output 3.1 Reforestation of Degraded Areas Programme Implemented	Seed Collection manual developed by Jul 2021	Develop seed collection manual and conduct training	Develop seed production manual Conduct training to harvesting operation and other relevant stakeholders	1 seed collection manual Quarterly reporting		EDRD
		Production of 400 kg seeds (dry weight) of native trees by July 2021	Seed Production & Storage	Seed Procurement & Seed Collection Seed Processing Seed Storage	400kg (dry weight)	P2A4	EDRD
		Production of 700 kg seeds (dry weight) of exotic trees by July 2021	Seed Production & Storage	Seed Procurement & collection Seed Processing Seed Storage	700kg (dry weight) seeds produced	P2A4	EDRD
		Production of 200 kg (dry weight) seeds of fruit trees by July 2021	Seed Production & Storage	Seed procurement & Collection Seed Processing Seed Storage	200kg (dry weight) seeds produced	P2A4	EDRD
		Production of 300 kg seeds of coastal trees by July 2021	Seed Production & Storage	Seed procurement & Collection Seed Processing Seed Storage	300kg (dry weight) seeds produced	P2A4	EDRD
		Production of 100 kg seeds of sandalwood by July 2021	Seed Production & Storage	Seed procurement & Collection Seed Processing Seed Storage	100kg (dry weight) seeds produced	P2A4	EDRD
	Output 3.2 2 Million Trees (2020-2021 target) planted by July 2021	Reforestation of Degraded Areas (target of 2 million trees)	Production, distribution and planting of seedlings	Sandalwood species Coastal species (incl. mangrove) Fuelwood species Fruit tree species Native tree species Teak Non-timber forest products (NTFP) Swietenia macrophylla (Mahogany) Pinus caribaea (Pine)	150,000 100,000 200,000 100,000 150,000 400,000 100,000 candlenut 50,000 other 400,000 350,000	P2A6 RDF Project \$2.0million FPT \$745,102	EDOS

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
Output 3.2 2 Million Trees (2020-2021 target) planted by July 2021	Reforestation of Deforested Areas (target of 2 million trees)	MRV (QA) of Planted Trees (Area) completed by July 2021	RDF Unit Support	National Monitoring and Survey	1 per quarter	P2A4, P2A2, P2A6, P2A7	EDRD & EDOS
				Community Awareness & Outreach	2 per quarter		
				Analyzing of planting data using ODK data base step 3	Weekly Report		
				Seedling Purchasing Procurement	Monthly update		
				Weekly planting update for 3 divisions & FPT	Weekly Report		
				Lesson Learned Workshop	1 Workshop report		
				RDF Quarterly report	4 Reports		
				RDF Annual Report	1 Report		
				Quality Assessment conducted	1st Qtr Report		
				Planted Areas mapped / documented	1 SOP for Planted trees mapping.		
				Quarterly Report compiled/submitted			
				Quality Assessment conducted	2nd Qtr Report		
				Planted Areas mapped / documented			
				Quarterly Report compiled/submitted			
				Quality Assessment conducted	3rd Qtr Report		
				Planted Areas mapped / documented			
				Quarterly Report compiled/submitted			
				Quality Assessment conducted	4th Qtr Report		
				Planted Areas mapped / documented			
				Quarterly Report compiled/submitted			
				Prepare/submit Cabinet Paper	1 Cabinet Paper - Update of 30MT15Y Programme		CF

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
	Output 3.3 Urban Forestry	Urban Forestry Unit developed & operational by 2025	Develop Concept & Cabinet Paper	• Concept Paper Development • Cabinet Paper draft, submission & approval • Establishment of • Landscaping Industries, • Arboriculture Industries • Botanical Gardens	Concept Paper Cabinet Paper Funding commitment	P2A8	EDRD
	Output 3.4 Law Enforcement, Compliance and Monitoring	Compliance to Sawmill and Timber Preservative Treatment Regulation	Sawmill Licensing Monitoring of Licensed Sawmill	Compilation of Sawmill Applications Vetting of Application Submit Application for Endorsement Quarterly and Annual Monitoring of Sawmill Facilities Presentation of Monitoring Findings to the Industries Analysis of Monitoring Results and dissemination of Individual Reports Submission of Monitoring Report	Sawmill Annual Report 40 sawmills licensed 100% Compliance to license conditions Quarterly monitoring reports	P2A5 \$63,350	EDRD
			Treatment Plant Licensing	Compilation of Treatment Plant Applications Vetting of Application Submit Application for Endorsement	Timber Preservative Annual Report 20 treatment plants licensed		
			Monitoring of Licensed Treatment Facilities	Quarterly and Annual Monitoring of Treatment Facilities Presentation of Monitoring Findings to the Industries Analysis of Monitoring Results and dissemination of Individual Reports Submission of Monitoring Report	100% Compliance		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
Output 3.4 Law Enforcement, Licensing and Compliance and Monitoring		Compliance to Forest Act 1992	Harvesting licensing	Compilation of Harvesting Applications	Annual Harvesting Report	P2A7	EDOS
				Vetting of Application			
				Submit Application for Endorsement			
			Monitoring of Harvesting License	Quarterly monitoring of licensed area	Quarterly monitoring report from each Division (W,N, CE)		
				Submission of monitoring reports	100% Compliance to license conditions		
		Compliance to Fiji Forest Harvesting Code (FFHCOP) 2013	Forestry Board meetings conducted as when required	Convene meetings and review board papers	1 Forestry Board report		CF
			Conduct monitoring and training to ensure compliance to the FFHCOP	Conduct 2 national monitoring	2 monitoring reports	P2A7 MCS \$80,000	EDOS
				Facilitate Code Steering Committee	2 meetings & 2 meeting reports		
				Conduct Code Awareness Training	1 Training report		
				Conduct TPO Manual Training	1 Training report		
				Supervision module (1-3)	1 Training report		
				HP Manual Map Reading	1 Training report		
			Conduct evaluation and impact analysis	Develop Impact Analysis Report	1 Annual report 100% Compliance to Code Procedures		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 5: FOREST FINANCING							
Outcome 9: Development & enhancement of Forest financing mechanisms for conservation & protection measures	Output 9.1 Forest Trust Fund established	Develop sustainable financing for terrestrial Protected Areas by 2021	Finalise cost-models & assessment of operational effectiveness of Sovi basin trust fund	Review & Finalize FAO findings	1 Report – Cadastral Survey for ES to legally declare as Protected Areas	P2A2 Supported by REDD+ Capital	EDRD
				Determine cost for Greater Tomanivi PA	Draft Cost models for establishing & managing terrestrial PA in Fiji		
			Pursue Financing Options & Opportunities	Develop Fundraising Strategies	1 Report - Fundraising Options & Marketing Strategies		
				Develop Marketing Strategies			
			Inform Cabinet & acquire endorsement	Test Best Option & Assess (if applicable)	1 Cabinet Paper - Financing Plan for PA		CF
				Prepare/submit Cabinet Paper Acquire cabinet decision			

SG 2 – IMPROVE THE SOCIO-ECONOMIC IMPACTS OF FORESTS

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 5: Capacity & development and enhancement for the Ministry's stakeholder through collaboration, joint Agreements & Partnerships	Output 5.1 One (1) Non-wood Product (NWP) Industry developed by 2020	Develop a Strategic Plan for a NWP by 2021	Engagement of Consultant	Develop TOR and EOI for consultant	1 Report	P2A5 \$150,000 (R&D Project)	EDRD
				Submit for PS approval			
				Advertise EOI and engage consultant			
				Stakeholder Consultation			
		Establish one (1) NWP by 2020	Development of Business Proposal	Submit draft Strategic Plan	1 Business Proposal (Plan + Budget)	P2A5 \$250,000	
				Finalize FAO Findings & Selection of NWP			
			Establish community-managed NWP venture (Include Sandalwood Venture)	Feasibility (survey & consultation)	1 Report on Community managed NWP		
				Draft Business Proposal & Budget			
				Tender & Selection process			
				Procurement of Equipment/Machines			
				Training of community			
				Assessment and reporting			
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper - NWP Business Plan		CF
				Acquire cabinet decision			

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
	Output 5.2 Technical training programmes by FTC & TITC	Sandalwood database developed by July 2021	Inventory of sandalwood resources	Develop forms and questionnaire for digital system	1 Inventory report	P2A5 \$30,000	EDRD
				Survey and inventory	Sandalwood resource mapped		
				Data analysis and resource mapping			
				Reporting			
			Market Study	Identification of buyers, processes, products, bio-products	1 Flow Chart	P2A5 \$10,000	
				Develop flowchart on sandalwood products	1 Market study report		
				Documentation and reporting			
			Pests and diseases survey	Plantation assessment	Quarterly Progressive Report	P2A5 \$10,000	
				Specimen collection and zoning			
				Specimen identification	1 final report		
			Technical Trainings conducted	Reporting			EDRD
				• Portable sawmill training • Chainsaw training • Technical skills training to communities & industries • Forest Warden training • SFM Training • Wood carving training • Wood Processing Training and certification • Basic Sawmilling Course • Basic Saw-Doctoring • Basic Timber Grading • Timber Seasoning • Timber Preservation • Timber Machining	1 Training report for each training. 1 Annual Training Report	P2A3 \$485,000 P2A5 \$240,000	
				Analyse and evaluate impacts of all trainings conducted and develop report	1 Impact Analysis Report		
				Tender & Selection process Procurement & Transportation	1 Harvesting Machine	\$220,000	

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
Output 5.3 Partnership with International/ local bodies maintained		All annual levies paid by July 2021	ITTO Contribution	AWP developed and implemented: Community Training & Awareness Community livelihood projects (bee farming, piggery, nursery) Develop Mangrove Management Guideline	AWP for ITTO Quarterly & Annual Reports	\$128,805	CF
			APFRI	Payment of subs, levies & grants		\$2,500	
			IUFRO	Payment of subs, levies & grants	Reports on Conference Attended	\$2,500	
			Fiji Pine Trust	AWP developed and implemented	Monthly Report from FPT against AWP	FPT \$745,102	
Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	Output 6.1 Increase Forest Sector contribution by 2% by 2022	Support processing of Lakeba Pine Scheme by July 2021	Purchase of Vehicle + Logging Truck	Tender & Selection process Procurement & transportation Official Handing Over	Vehicle + Logging Truck	\$290,000	EDOS
			Purchase of Processing Equipment	Tender & Selection process Procurement & transportation Official Handing Over	Processing Equipment	\$700,000	
			Purchase of Processing Equipment	Tender & Selection process Procurement & transportation Official Handing Over	Processing Equipment	\$300,000	
		Support processing of Gau Pine Scheme by July 2021					
		Ministerial advice	Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper Acquire cabinet decision	1 Cabinet Paper - Support Utilisation of Maritime Pine Schemes		CF

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
		100% capture of all Log production & Revenue collected by July 2021	Record and report all monthly log production and revenue (forestry fees) collected for consolidation by HQ	Native	16,937 m ³	P2A7	EDOS
				Pine (private woodlot)	4,570 m ³		
				Mahogany (private woodlot)	2,060 m ³		
				Minor Forest Produce	2,590 m ³		
				Collection of forestry fees (from above production)	Revenue target - \$128,155		
				Compilation of reports	Monthly report submitted to HQ		
				Develop TOR and EOI for consultant	1 Report		
				Submit for PS approval			
				Advertise EOI and engage consultant			
				Stakeholder Consultation			
Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	Output 6.1 Increase Forest Sector contribution by 2% by 2022	Research on the properties and potential uses of lesser known species published and implemented by the industry.	Engagement of Consultant	Submit draft Strategic Plan		P2A5 \$150,000 (R&D Project)	EDRD
				Conduct wood density tests	1 report		
				Sawing and wood working studies			
				Other wood properties			
				Product development and promotion			
				Establish graveyard and service trials			
				Analyze research results; density, durability, wood properties and potential uses	5 research papers compiled and submitted for publication		
				Compile draft research paper			
				Submit for publication			

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
		Utilisation of wood wastes/residues from harvesting are and timber processing facilities	Develop new products and cottage industries from waste wood	Various Products developed from waste wood	8 products	\$316,175 (UWP)	EDRD
				New cottage industries developed	2		
				Procurement of Specialised machine	1		
				Monitoring and Impact Analysis Report	1 report		
				Cabinet Information Paper	1 CP		
	Output 6.2 TMA – 2020 balance increased by 20% by July 2021	Business Plan + revised SOP submitted to MOE by Aug 2021	Documentation	Collation & Documentation	Business Plan + Budget	P2A5 TMA FUNDS	EDRD
				Ministerial Clearance			
				Submission to MOE	Revised SOP		
			Timber Analysis	Submission of timber samples	Targetted revenue \$20,000		
				Timber samples analysis			
		Sawmilling operation		Report dissemination			
				Ripping of logs	Targetted revenue \$250,000		
				Packing and Tallying			
		Workshop Operation		Loading and dispatch			
				Quotation and confirmation of order	Targetted revenue \$25,000		
				Manufacture of home and office furniture			
				Payment clearance and dispatch of products.			

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
	Output 6.3 Sustainable Trade Environment	Compliance with Timber Export & Import Guideline	Licensing of all export & import timber and wood product	Inspection of export consignment	1 Report	P2A5 \$63,350.00	EDRD
				Vetting of export & import application	100% compliance		
				Submit export license & import permit for endorsement	Target - \$40 million export earnings		
				Clearance of export and import consignment			
		Forestry Business/ Investment Guide published by Oct 2020.	Develop Business/Investment Guide	Collation of relevant information and consultation with relevant authorities.	1 Forestry Business/ Investment Guide (2020-2021) developed (500 copies)	P1A2	DCS
				Develop & publish Guide.			
				Facilitate forest related trade and investment requests.			
				Assist stakeholders	Quarterly reports		
		Trade Assistance Reports developed in a timely manner.	Trade Assistance Reports	Develop reports		P2A5	EDRD

SG 3 - CONTRIBUTE POSITIVELY TO THE GLOBAL ENVIRONMENT

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 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	Taveuni & Ravilevu Reserve Boundary Marking & Weeding	Greater Taveuni Management Plan	P2A2 Supported by REDD+	EDRD	
				Draft Taveuni Management Plan				
				Stakeholders' validation workshop				
				Final Management Plan				
		Develop Management Plan for Colo I Suva	Draft Colo I Suva Management Plan	Management Plan for Colo I Suva Reserve & Forest Park				
			Stakeholders' validation workshop					
			Final Management Plan					
		Verification of Forest and Nature Reserves	Confirmation of the Forest and Nature Reserves List	Confirm formalized Forest and Nature Reserves Register, esp. areas that have lapsed their leases	Forest & Nature Reserves Registered			
				Map formalized Forest & Nature Reserves				
				Verify & mark Forest & Nature Reserve Boundaries on the ground/trees	Boundaries marked on the ground/trees for Taveuni, Korotari, Colo i Suva, & Nadarivatu			
		Colo I Suva compensation reviewed and boundary maintenance completed by 2020	Review of compensation and boundary maintenance	Colo-i-Suva compensation	Report on CIS & review of compensation	P2A8 \$15,000		
				Boundary maintenance work				
		Reporting	Report to Conventions	Collation of information, reports Submission of reports	CBD Report	\$5,000		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible		
	Output 7.2 Carbon Trading Policy & financing mechanisms developed & adopted by July 2022	Annual REDD+ Programme completed by July 2021	Implementation of REDD+ 2019-2020 annual programme	Develop 3 district level Land Use Plans	3 x District Level Land Use Plans	USD 150,000	EDRD		
				Develop 5-year Implementation Plan (POM) 2020 - 2025	5yr Programme Operation Manual (2020 - 2025)				
			Finalisation of Forest Reference Level by 2020	Finalisation of National Emission Reference Level	Report - Forest Reference Level	\$408,917			
				Stakeholders' validation workshop	1 Validation Workshop				
			Ministerial Information & Advice	Prepare/submit Cabinet Paper	Cabinet Paper - Up-date of REDD+		CF		
				Acquire cabinet decision					
			Put in place robust & transparent REDD+ governance structure	Quarterly REDD+ Steering Committee Meetings	4 Committee Meeting Reports		EDRD		
					1 Benefit Sharing Plan				
			Develop REDD+ Guidelines to promote good governance		Develop Benefit Sharing Plan	1 Report on Carbon Rights Assessment & Benefit Sharing Mechanism		REDD+	EDRD
			Develop Benefit Sharing Mechanism	1 Final Study Report					
			Drivers of Deforestation & Forest Degradation Study Report	1 final report					
			Development of Safeguard Information System for Fiji (based on Cancun SIS)	Report – REDD+ Strategy					

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible	
Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	Output 7.2 Carbon Trading Policy & financing mechanisms developed & adopted by July 2022	Annual REDD+ Programme completed by July 2021	Develop REDD+ Guidelines to promote good governance	Develop Investment Plan for Fiji's Forest Sector	Report – Investment Plan for Fiji's Forest Sector		EDRD	
				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			
			Establish REDD+ Data and Information Knowledge Management System	Improving Activity Data Accuracy	Accuracy measure report			
				Embedding of Integrated Framework into NFMS	1 SOP 1 Final Report			
				Extending NFI	1 SOP 1 Final Report			
				Construction of National Forest Level	1 Final Report			
				Accuracy Assessment for Forest Cover Change for NFRL	1 Final Report			
				Functional MRV System	Procurement of new equipment			
				Conduct biomass calculations for 10 native species – SR to conduct	Engagement of consultant to carry out study			
				Develop methodology to detect Forest Degradation using RM Sensing approaches	1 SOP			
				Conduct REDD+ Awareness Inception Workshop & Compile Report	Final Report – Lessons learnt			
				Introduction of ER-Programme	1 Report			
				Develop Communication, Outreach Tools & Kit	Information kits & Communication Plan			
				Civil Society Organisation (CSO) Platform - conduct REDD+ Awareness Campaign	1 Report			
			Conduct Awareness Campaign					

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
Output 7.3 Development of Agroforestry integrated in forestry and agricultural practices		Agroforestry Strategy developed by 2023	Develop Concept & Cabinet Paper on Agroforestry	Concept Paper Development	1 Concept paper	P2A2 & P2A4	EDRD
				Cabinet Paper draft, submission & approval	1 Cabinet Paper		
				Seek funding for implementation	Budget proposal		
		Wainikavika Rain-forest Agroforestry Aquaculture Sub-Catchment Development by 2025	Collaborative development with stakeholders	Development of Concept & Cabinet Papers	1 approved Concept Paper & Cabinet Paper	P2A8 Forest Parks, Recreation & Nature Reserves	EDRD
				Funding Proposal Development			
				Funding secured			
		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	6 Plots (2 per Division)	P2A7	EDOS
				Installation of signage			
				Programme + Budget			
				Establish demo-plots			
				Monitoring of production/growth			
				Annual Report - Demo Plots			
		Ministerial Information & Advice		Prepare/submit Cabinet Paper	Cabinet Paper - Separate or contribute to the 30MT15Y Paper.		EDOS, CF
				Acquire cabinet decision			

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
Outcome 8: Foster awareness and social responsibility (Climate change, good citizens, gender equality, disability issues, academic support etc.)	Output 8.1 Ministerial Statements and Speeches	All statements/speeches developed within the required timeline	Develop statements/speeches based on selected topics	Collect information Draft statement/speech Submit for endorsement	10 Ministerial statements & speeches developed	P1A1	CF
	Output 8.2 Ministry's Awareness Campaign & Trade Show completed by July 2021	International Day of Forests Celebrations on March 21 2021	Preparatory Work	Planning, Budget, Committee Awareness/ Outreach Material developed Logistical arrangements completed Mobilisation	Committee Reports	\$55,511 Supported by REDD+ (Awareness Budget)	EDOS
		Ministry's Trade/Road Shows	Preparatory Work	Planning, Budget, Committee Awareness/ Outreach Material developed	Reports - after Trade/Roadshows	\$55,000	EDOS
			Staging of Event	Logistical arrangements completed Mobilisation			
	Output 8.3 Pacific Week for Agriculture & Forestry	Successful Pacific Week for Agriculture & Forestry October 2021	Collaborative development with partners to promote forestry in Fiji & within the Pacific Region	Meetings, Preparations and build up to the event. Submit proposed budget for event for funding in the next financial year (if COVID19 restrictions are lifted)	Quarterly Updates to Management Budget Submission	P2 A1	EDRD
	Output 8.4 Rehabilitation works by the Ministry	Damaged houses rebuilt by July 2021	Salvaging of fallen logs (post cyclone) and housing rehabilitation Programme	Produce posts, poles & timber packs for each housing structure	232 number of house structures Weekly/Monthly reports	P2A3	EDOS
	Output 8.5 Inter-Agency collaboration at Divisional level	Inter-Agency collaboration conducted as and when required	Conduct, facilitate or attend inter-agency events	Attend meetings/consultations at village, tikina & provincial level Facilitate PM or Ministerial tours Provide reports after each event.	Monthly updates/reports per Division (CE, W, N)	P2A7	EDOS

SG 4 – SUBSTANTIALLY IMPROVE SERVICE DELIVERY

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 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.	Output 4.1 Upgrade of the Silviculture Research Facility	National Tree Seed Centre upgraded by July 2021	Upgrading of the NTSC facilities	Construction of insulation room Procurement of equipment Progressive report	National Tree Seed Centre upgraded 1 quarterly progressive report	P2A4 \$50,000	EDRD
		Insect Repository established by July 2021	Documentation & Specimen Storage	Procurement of material & Upgrade Collection & Storage of specimen Cataloguing	1 Insect Repository Specimen catalogue	P2A4 \$134,572	
		Develop SOP (Guidelines) for Controlling Forest Pests & Diseases by July 2021	Documentation	Validation process Testing & Assessment Final Report	SOP for controlling pests & diseases Final Report		
		Establishment of Gene Conservation Areas (GCA) and Seed Clonal Orchard (SCO) - In situ and Ex situ by July 2021	Specimen & material collection	Species Identification Site Identification Collection of genetic material Germination of germplasm Establishment (Planting/reforestation) Awareness and consultation Land Acquisition (leasing, etc)	Assessment Report for Clonal Seed Orchard		
		Reporting and Documentation	Maintenance and Assessment of Tree improvement and Natural forests Research Trials	Weeding and boundary maintenance Growth and pest Assessment Data analysis	Biannual progressive report	P2A4	

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible	
Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry & Stakeholders.	Output 4.2 Research Publications	Ministerial advice of completed work	Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet Paper		CF	
				Acquire cabinet decision				
		Publication of Research Reports and Peer-reviewed research Papers on	Development of Silviculture Research Papers on:	Draft Silviculture Research Papers	3 Papers	P2 A4	EDRD	
			Sandalwood Seed and seedling African tulip	Submit for peer review				
		Development Feasibility study report on non-wood		Publication				
				Draft Feasibility study report on non-wood	1 Report			
				Consultation				
				Finalise report				
		Output 4.3 Operation & Upgrade of the Parks & Reserves Office	Operation & Upgrade of Parks & Reserves Facilities by July 2021		1 Cabinet Information Paper	1 Cabinet Paper		
					Operation of Colo I Suva Park	Quarterly Progress Report	P2A8 Upgrade of Forest Parks Project \$87,000	EDRD
	Upgrade of swimming pools							
	Upgrade of Park Tracks							
	Signage setup and improvement							
	Connection of electricity				Annual Report			
	Output 4.4 Capacity of the Ministry's Staff enhanced through local & o/seas training	Staff are identified for training		Installation of cameras				
				Analysis derived from MyAPA	TNA Report	P2A1	DCS	
				Ministry's Training Needs Report		\$88,571		
				Skill Gaps Analysis	Skills Audit Report			
		Training Plan developed by Sept 2020		Training Courses ID	Training Plan			
				Staff Listing - PS Approval				
		Training Plan activated		All necessary approval & clearances	Training Reports			
				Budget & Transfers				
				Awards at completion of training				
			Training assessment					
			Review of Training Plan					

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
SP 6: ORGANISATION EFFECTIVENESS							
Outcome 10: Increased transparency and efficiency of Forest Revenue Systems & Asset Management	Output 10.1 Financial Management System improved annually	Monthly Management 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	Collation & Compilation of doc, reports Submission to MOE by 3rd week/month	Ministry of Forestry's 2020 -2021 Financial Management Plan Monthly Management Financial Report	P2A1 \$88,571	DCS & EDRD
			Preparation of TMA Report to assess performance	Collation & Compilation of doc, reports Submission to MOE by 3rd week/month			
			Assessment of Internal Controls & Audit Queries	Collation & Compilation of doc, reports Submission to MOE by 3rd week/month			
			Cash Flow Forecast	Collation, reconciliation, verification and compilation of relevant documents, reports, annexed with government receipts and supporting evidences			
		Submission of Monthly Financial Reports to Ministry of Economy by 15th of each month	Drawings Reconciliation Statement	12 Monthly Financial Reports to MOE	Quarterly Financial Reports to MOE		
			Revolving Fund Account				
			IDC Clearance Account				
			TMA Performance Report - Profit and Loss Statement				
			TMA Bank Account reconciliation statement				
			Salaries and Wages Reconciliation				
			SLG84 Reconciliations				
			Trust Reconciliation				
			Imprest Reconciliation				
			Vehicle Returns				
			Vehicle Reports				
		Submission of Quarterly Financial Reports to Ministry of Economy	Write-Off Reports				
			Arrears of Revenue				

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
Outcome 10: Increased transparency and efficiency of Forest Revenue Systems & Asset Management	Output 10.2 Finance Manual developed annually	2020-2021 MOF Finance Manual developed by Sept 2020	Update, review and compile Ministry's Financial Manual for endorsement	Review 2019-2020 financial manual Compilation of update/revised Manual Submission & acquire endorsement	2020-2021 MOF Finance Manual		
		Annual Financial Statement 2019 - 2020 submitted to OAG by Sept	Compilation of Annual Financial Statement	Collation & Compilation of doc, reports Submission to OAG by Sept	2019-2020 AFS Compiled		
		Board of Survey completed by June 2021	Conduct BOS for all divisions	Assessment, survey of all assets; submission of reports to MOE and disposal of write-offs Update of Asset Register	BOS Reports		
	Output 10.3 Asset Management improved annually	Annual Procurement Plan submitted to MOE by Sept	Compilation of Annual Procurement Plan	Collation & Compilation of div. plans Submission to MOE by Sept	Annual Procurement Plan		
		Risk Management Plan submitted to MOE by Sept. 2020	Compilation of Risk Management Plan	Confirm role description for advertising	1 Risk Management Policy for the Ministry		
Outcome 11: Build capacity and efficiency in Human Resource Department	Output 11.1 Vacant posts filled within regulations (timeline)	All vacancies advertised are filled within regulations (timeline)	Complete Selection Process & compile report within 4th month of closing date of vacancy	Confirm role description for advertising Selection panel approved Advertisement of posts Selection process Submission of selection report Provisional Appointment Issue of contract of service	Ministry of Forestry's 2020 -2021 Human Resource Management & Development Plan	P2A1 \$88,571	DCS

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
	Output 11.2 Ministry's Organisation Structure is aligned to future needs	Annual Staff Assessment Report completed by June 2021	Complete assessment process by June 2021	Individual Work Plans endorsed Mid-year assessment completed by Nov Annual Assessment completed by April Moderation completed in June Final assessment completed in June	1 Annual Staff Assessment Report		
		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		
		Forestry information systems quarterly report	Network system Support	Procurement of network peripherals Maintenance of network systems Continuous support of 9 existing database systems.	4 (Quarterly) Reports	P1A1 \$30,000	DCS
		Regular update of Ministry's Website and intranet	Information Updating	Desktop application user support Mobile Apps user support Information collation from Divisions Analysis & Uploading	Monthly Reports		EDRD & DCS
Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	Output 12.1 Ministry's Information System updated and online by July 2021	Develop Online Sawmill and Treatment Plant Licensing	Develop Online Sawmill and Treatment Plant Licensing	Consultation with ITC and Ministry's IT Development of Online Licensing System	Monthly Progress Reports		EDOS & DCS
		Develop harvesting online system	Develop harvesting online system	Consultation with ITC and Ministry's IT Development of Online Licensing System	Monthly Progress Reports		
		Ministry HQ's Security Access System upgraded by Nov 2020	Development	Specs ID & Procurement Development of system User Training & Registration	Monthly Reports		

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
	Output 12.2 Human Resource Management Information System	Contract and Leave uploading for all staff to be completed by December 2020	Employee contracts are uploaded into HRMIS system Employee Leave details are uploaded into HRMIS system	All contract upload completed by December 2020 On line Leave application to be effective by March 2021	HRMIS fully operational by March 2021	P1A1 & P2A1	DCS
	Output 12.3 Forestry Statistics updated annually	Publication of Statistics booklet by October 2020 Statistics report compiled for each month	Develop MOF statistics booklet. Monthly compilation of production & trade reports	Collation and analysis of forest related statistics Develop draft statistics booklet Collect & analyse production data from Divisions and FPL & FHCL and produce monthly report Collect & analyse trade data from TUD office and produce monthly report	1 Forestry Key Statistics Booklet published (500 copies) Monthly Statistics Report	P1A2 P1A2	DCS/CF DCS
	Output 12.4 HOD Reports compiled	Consolidated Ministry Reports are submitted to Management every week	Collate and compile brief	Collate information and compile brief updates for Management	40 Weekly HOD Reports	P1A2	DCS
	Output 12.5 Forestry GIS & Remote Sensing technology research & development	Utilisation of new GIS & RS in forestry sector	Acquisition, training, adaptation & utilization of new technology for forest resource assessment & monitoring, reporting & verification	Adaptation of latest technology Annual subscription of relevant software Updating of Dynamic Maps, Dashboards & other data visualisation tools	All forestry data to be made readily accessible via online platforms Quarterly Progress reports	P2A2 Supported by REDD+	EDRD
		MoF Drone Programme Establishment by 2022	Utilisation of drones to undertake real time monitoring, reporting & verification of forest resources	2 year Programme establishment phase for Forest Surveys, Operations Monitoring and Tree Planting with Drones Drone Pilots trained and licenced Drones purchased – funding pending	Drone Inventory: Large Area Survey Drone Heavy Duty Operations Monitoring Drone	P2A2	
Outcome 13: Enhance Planning and Assessment capabilities	Output 13.1 Ministry Plan developed	All Ministry Plans developed and adopted at the required time	Develop Operational Plan for 2021-2022	Review Operational Plans in line with the strategic plan, national development plan and aligned to current govt. priorities	OP 2020-2021 finalised & published Draft OP 2021-2022 developed	P1A2	DCS

Outcome	Output	Key Performance Indicators	2020-2021 Activities	2020-2021 Sub-Activities	2020-2021 Targets	2020-2021 Budget Allocation	Division/ Officer Responsible
	Output 13.2 Approved audited annual reports compiled and Budget developed by July 2021	Annual Reports compiled & submitted by July 2021	Annual Review	HOD Annual Review Meeting Submission of Divisional Report Compilation of Annual Report	3 Annual Reports	P1A2 & P2A1	CF & DCS
		2021-2022 Budget proposal developed by February 2021	Budget Process	HOD Annual Review Meeting Submission of Divisional Budget Compilation of Ministry 2021-2022 Budget	2021-2022 Budget Submission	P1A2 & P2A1	CF & DCS
	Output 13.3 Monitoring and Assessment of Plans/ Programmes/ Projects	All Monitoring and Evaluation (M&E) of Plans/Projects are conducted within the timeframes	Collection of evidence based Information for M&E and Impact Analysis	Develop the M&E Framework and online dashboard M&E of Plans & Projects MOF Quarterly Review Impact Analysis Report for All Programmes/Projects	1 M&E Framework 4 Quarterly M&E Reports Plans & Projects 4 Quarterly Reviews Impact Analysis Reports	P1A2	CF & DCS
Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders	Output 14.1 Communication/Media Strategy developed	Communication Plan/Media Strategy developed by Aug 2020	Consultations conducted internally Develop Plan & Strategy Publish and disseminate for awareness	Consultations conducted internally Develop Plan & Strategy Publish and disseminate for awareness	1 Communication Plan/ Media Strategy	P1A1 & P2A1	CF
Outcome 15: Cooperation of citizens in achieving national/ international goals and creating socially responsible & better informed citizens.	Output 15.1 Annual Forestry Stakeholders Conference/ Meeting	Stakeholder Conference/Meeting conducted by Jul 2021	Organise annual meeting with key stakeholders	Identify stakeholders Identify issues Arrange logistics	Stakeholder Meeting	P1A2 & P2A1	CF
	Output 15.2 Quarterly newsletters and Press Releases published	Newsletter developed for each quarter and weekly press releases.	Collect major stories and highlights from Divisions and within Fiji Forest Sector	Interviews/field visits Compilation and vetting of articles/newsletters/press releases Publish & disseminate online	4 quarterly newsletters 50 Press Releases	P1A1 & P2A1	CF

APPENDICES

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

Goal: Sustainable management and development of forestry resources	
Policies	Strategies
Strengthen sustainable forest management.	- 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.	- 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.	- 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

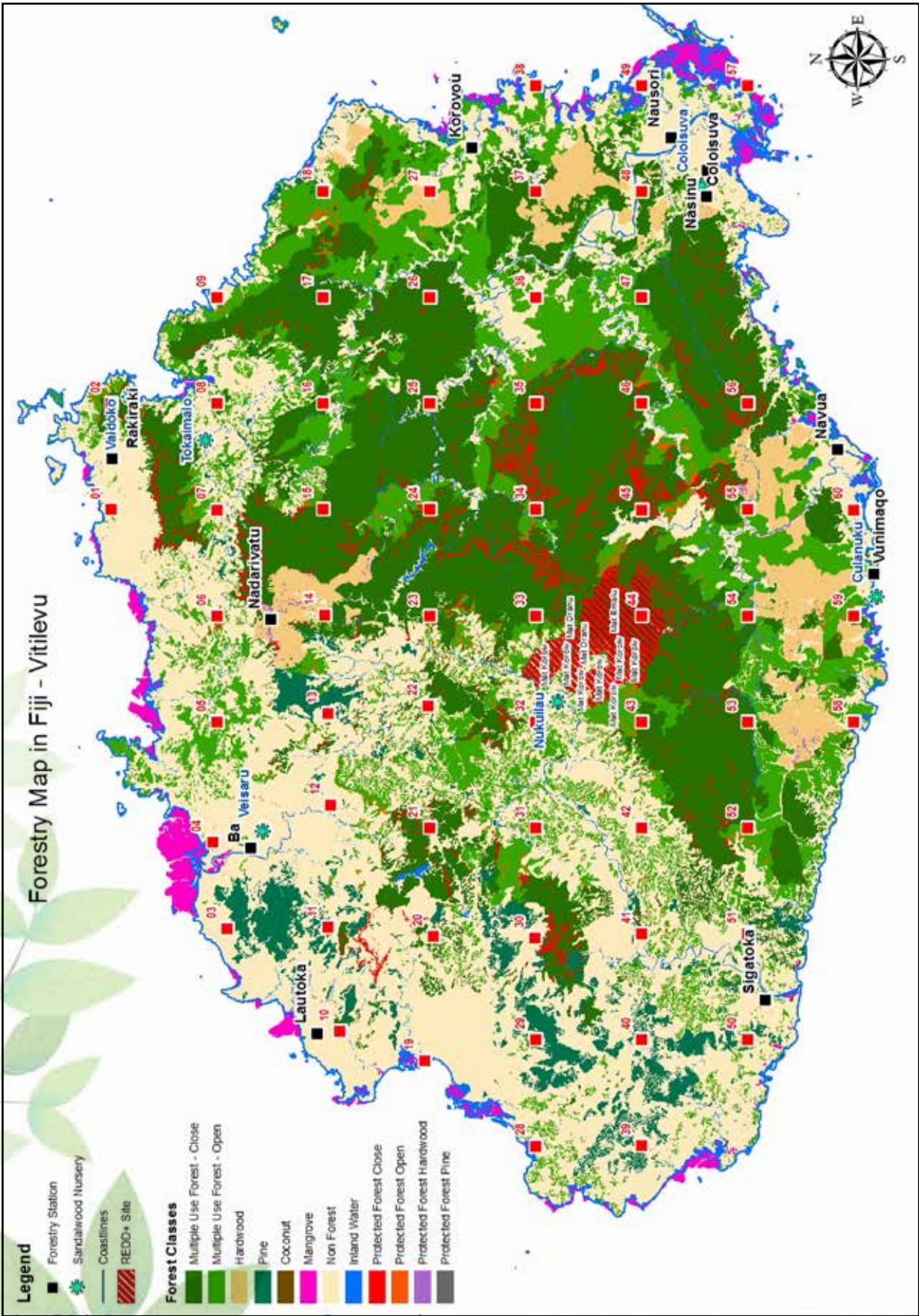
No.		International Obligations/Commitments
1.	UNFF	United Nations Forum on Forests
2.	UNCBD	United Nations Convention on Biological Diversity
3.	UNFCCC	United Nations Framework Convention on Climate Change
4.	ITTO	International Tropical Timber Organisation
5.	UNCCD	United Nation Convention to Combat 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

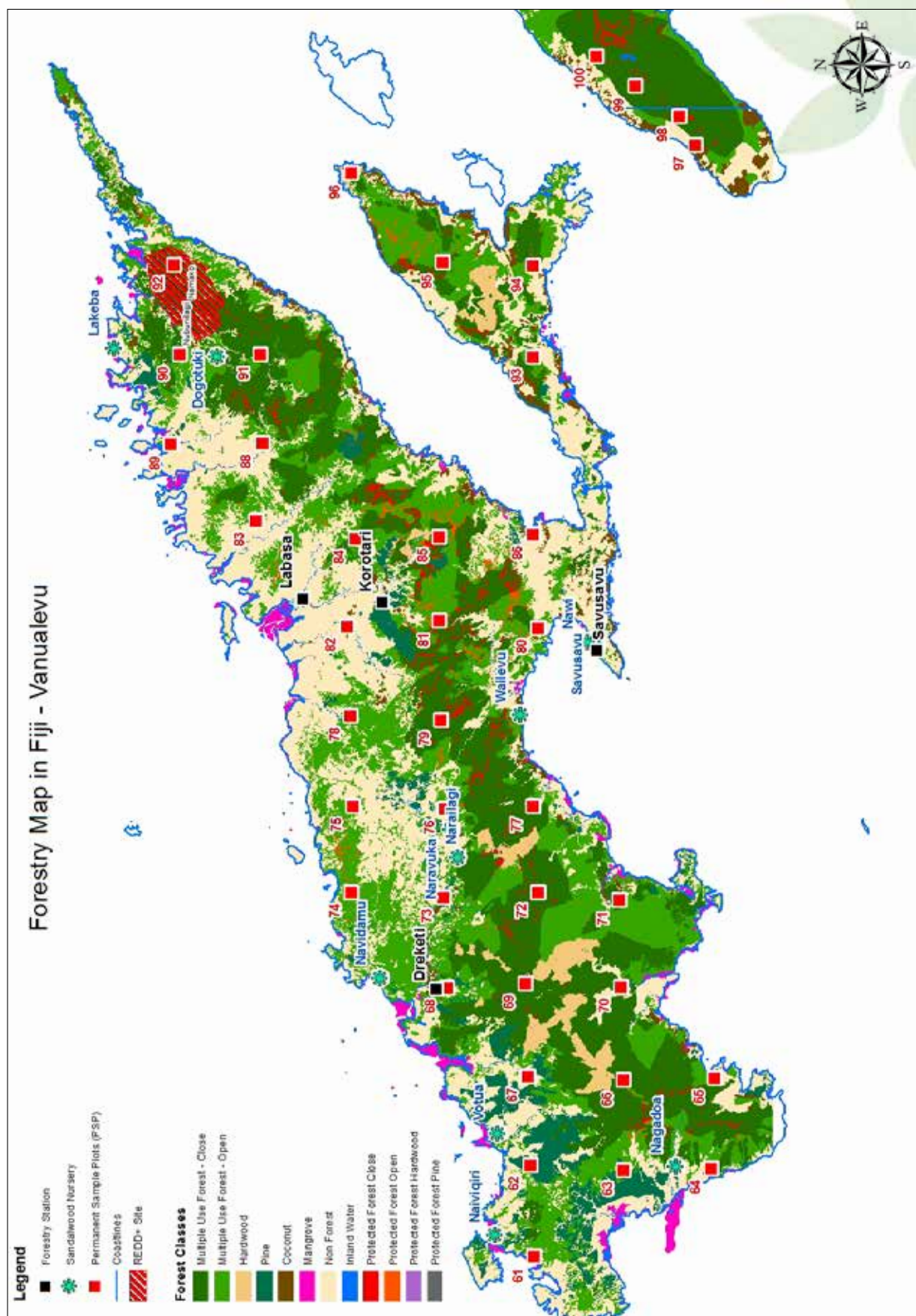
APPENDIX C: MOF CONTACT INFORMATION

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	Korovou, Tailevu	343 0100

APPENDIX D: FORESTRY MAP - VITI LEVU



APPENDIX E: FORESTRY MAP - VANUA LEVU



NOTES:

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**Comments and enquiries
should be directed to:**

Mr Pene Baleinabuli
Permanent Secretary for Forestry
Ministry of Forestry
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