




Ministry of Forestry

**Annual
Operational Plan**

2021-2022



Comments and enquiries should be directed to:
Mr. Pene Baleinabuli
Permanent Secretary for Forestry
Ministry of Forestry
Level 3 Takayawa Building
Suva, Fiji

Telephone: (+679) 3301 611
Facsimile: (+679) 3318 692
Website: www.forestry.gov.fj



Table of Contents

Acronyms	4
Foreword by the Prime Minister and Minister for iTaukei Affairs, Sugar Industry, Foreign Affairs and Forestry, Honourable Josaia Voreqe Bainimarama	5
Statement from the Permanent Secretary	6
Aim of the Operational Plan	7
Core Business of the Ministry	7
Corporate Profile	7
Roles and Responsibilities	8
Our Customers & Stakeholders	8
Legislative Framework	9
Our Functions and Services	10
Our Programmes & Projects (2021-2022)	12
Ministry of Forestry Input Allocation	13
2021-2022 Budget Highlights	13
Staff Profile	14
Strategic Workforce Plan	14
Organisation Structure	14
Ministry of Forestry: 2021-2022 Year Planner	16
Ministry of Forestry's Planning Framework	17
Description of Strategic Goals & Priorities	18
Linkages of Ministry's Priorities to National Goals & Sustainable Development Goals	19
Outcomes, Outputs & Performance Targets	22
SG 1 - Establish Sustainable Life Cycle Management of Forest Resources In Fiji	22
SG 2 – Improve the Socio-Economic Impacts of Forests	30
SG 3 - Contribute Positively to the Global Environment	34
SG 4 – Substantially Improve Service Delivery	38



Acronyms

EIA	Environment Impact Assessment
EMA	Environment Management Act
ERP	Emission Reduction Programme
ERPA	Emission Reduction Programme Agreement
FFHCOP	Fiji Forest Harvesting Code of Practice
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
NAP	National Adaptation Plan
NBSAP	National Biodiversity Strategy and Action Plan
NDC	Nationally Determined Contributions
EIA	Environment Impact Assessment
EMA	Environment Management Act
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 Prime Minister and Minister for iTaukei Affairs, Sugar Industry, Foreign Affairs and Forestry, Honourable Josaia Voreqe Bainimarama



In a COVID-19 Era, where a health crisis easily becomes a social, economic, security and environmental concern, one of the best solutions is setting up recovery plans that are inclusive and within the ambits of a green and blue economy where the focus is on striking a balance between the sustainable management of natural resources and the need to facilitate economic growth.

In line with the Fijian Government's recovery plan, the Ministry of Forestry is committed towards facilitating sustainable economic growth to cushion the impacts of global shocks such as the pandemic and the increasingly frequent natural disasters exacerbated by a changing climate.

The signing of the Emissions Reduction Programme Agreement (ERPA) with the Forest Carbon Partnership Facility (FCPF) under the World Bank in January 2021 will reward efforts to minimise carbon emissions from deforestation and forest degradation. This deal with the World Bank is our first opportunity to trade at the national level. The expected gains for Fiji over the next five years include approximately FJ\$26million in results-based payments, in addition to a wealth of knowledge that can empower Fijians to enhance, conserve and protect our forests.

The emission reduction programme and carbon trading initiative synchronises well with other forestry initiatives such as the 30 Million Tree in 15 Years (30MT15Y) programme that the Fijian government champions. Not only does it promote tree planting, it also creates alternative livelihood opportunities for rural communities and economic empowerment for local businesses, including women and youths.

Forging partnerships with local and international institutions and industries is paramount. The Ministry will continue to strengthen its partnership with the Sector's established industries such as Fiji Pine Limited and Fiji Hardwood Corporation Limited, and the private sector, to re-ignite economic growth through the sustainable management of forest plantations and increased exports of value-added forest products. Partnerships with donor agencies, academia, research institutions, civil society and faith-based organisations, and the communities will contribute to addressing global issues such as climate change, biodiversity loss, pollution, land & ocean degradation, which have now been brought to the forefront as we seek to rebuild our economy and enhance resilience against future shocks.

As one of the Ministries in the natural resources sector, the Ministry of Forestry will continue to venture into more green and inclusive plans to support all forms of life. I know that my Ministry will relentlessly pursue Government's initiatives ensuring greater returns on investment.

I commend the staff for their dedication and wish them well with the implementation of the 2021-2022 Costed Annual Operational Plan.

A handwritten signature in black ink, reading 'J. Bainimarama'.

Honourable Josaia Voreqe Bainimarama

Prime Minister and Minister for iTaukei Affairs, Sugar Industry, Foreign Affairs and Forestry

Statement from the Permanent Secretary



I am pleased to present the Ministry of Forestry's Costed Annual Operational Plan for the financial year 2021-2022. The Ministry is categorised under the economic services sector with the ultimate aim of facilitating the private sector's efforts to grow the economy whilst also increasing Fiji's forest cover and ensuring its sustainable management to benefit the environment as well as the current and future generations. The Ministry will continue to progress initiatives that will enhance the achievement of this aim through its COVID-19 economic recovery strategy and tree-planting programme.

To implement this costed annual operation plan, the Ministry received a budget of \$13.2million for this financial year. Of this amount, \$9.9million (75%) is dedicated for operating expenditure, \$2.9million (22%) for capital expenditure and \$0.4million (3%) as VAT.

In light of the pandemic, the Ministry will undertake a review of its 13-year Strategic Development Plan to include immediate economic recovery initiatives. This will also include re-directing research on high value short rotation crops that will help make forestry relevant to the communities, environment and the national economy.

The 30 Million Trees in 15 Years programme, one of Government's major green growth initiatives coordinated by the Ministry, is now onto its 3rd year and has received tremendous support from communities, the private sector,

academia, civil society and faith-based organisations. To date, Fiji has planted close to 8 million trees since January 2019 when the initiative was launched by the President His Excellency Major-General (Ret'd) Jioji Konusi Konrote. The national tree-planting programme is one of our main nature-based solutions to address climate change. It has also economically empowered many members of our communities.

The Ministry is committed to continuing its assistance to maritime and rural communities to see how best their forest resources could be leveraged to contribute to their livelihoods, including building cyclone-proof homes.

Keeping abreast with the latest developments in technology, the Ministry had launched its online licensing system in 2020. Import and Export licenses can be facilitated within 24 hours. A similar online licensing system for harvesting is also being developed and is targeted to be completed in this financial year. These innovative measures will address the ease of doing business and economic growth under a new norm.

The global COVID-19 pandemic and the series of natural disasters have placed us in one of the most challenging times in history. There is great optimism and confidence that the Ministry and its stakeholders will strengthen collaboration and help Fiji build back better and be more resilient in all aspects of life.

I commend this Plan in its entirety to all staff of the Ministry and look forward to leading its implementation.



G. P. N. Baleinabuli
Permanent Secretary for Forestry



Aim of the Operational Plan

This Operational Plan (OP) aims to implement the initiatives set out in the Ministry of Forestry's 13 year Strategic Development Plan (SDP), and the Forestry goals and priorities in Fiji's National Development Plan (NDP).

With the impacts of the global pandemic crippling most sources of revenue and livelihood; and the series of natural disasters experienced by all Fijians, this Plan focuses on Ministry's initiatives that are value for money and generate good returns on investment. This will invigorate sustainable economic growth in a COVID-19 Era, whilst also striking a balance in protecting Fiji's natural environment.

This Plan is aligned with COVID-19 Recovery Plans and provides a clear conduit for the Ministry to achieve these goals and priorities within its allocated resources and in collaboration with its partners.

Core Business of the Ministry

The Ministry's core business is to develop robust policies, legislation & framework for the implementation of Government's purpose; to promote sound and sustainable management of Fiji's Forest Resources that expedite sustainable, long-term socio-economic development and benefits, and which also contribute to addressing the impacts of climate change.

Corporate Profile

Vision

Sustainable Forests, Our Future

Mission

To be a Leader in Sustainable Forestry

Values

Responsible

We will discharge our duties with accountability

Resolute

We will discharge our duties with determination and be firm and fair in our decisions

Respectful

We will be sensitive to individual needs and the diversity of views

Resourceful

We will be practical, creative, effective and efficient and maintain uncompromising integrity in our daily work

Reliable

We will do and deliver what we have committed and promised to our customers



Roles and Responsibilities

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

- Formulate and implement forest strategies and policies;
- Provide and administer regulatory functions under the Ministry's respective legislation and regulations;
- Monitor and evaluate current strategies, policies and deliverables;
- Develop and promote effective training, communication, 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.

Our Customers & Stakeholders

Resource Owners

Sustainability to foster economic prosperity.

Investors (Business Operators, Industry Associations/Councils)

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

Public/Consumers

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.

Legislative Framework

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

Table 1: Organisational Management

Legislation	Regulations	Policies	Plans	Manuals
<ul style="list-style-type: none"> Constitution of the Republic of Fiji 2013 Financial Management Act 2004 Tax Administration Act 2009 Fiji Health & Safety at Work Act 1996 Civil Service Act 2016 Act 2 of 2016 – Amendment to PSC Act Employment Relations Promulgations 2007 & Employment Relations (Amendment) Act 2016 	<ul style="list-style-type: none"> Civil Service Regulation 2017 Finance Instructions 2010 Fiji Procurement Regulations & Amendments 2010 	<ul style="list-style-type: none"> General Order 2011 Terms & Conditions of Employment for GWE's 2010 Ministry's Risk Management Policy 	<ul style="list-style-type: none"> MOF Training Plan MOF Asset Management Plan MOF Strategic Workforce Plan MOF Strategic Development Plan 2017-2030 MOF Operational Plan Fiji COVID-19 Preparedness and Response Plan 	<ul style="list-style-type: none"> MOF HR Manual MOF Finance Manual

Table 2: Forestry Sector Management

Legislation	Regulations	Policies	Plans	Manuals
<ul style="list-style-type: none"> Forest Act 1992 National Research Bill Environment Management Act (EMA) Biosecurity Promulgation Native Land Trust Act 2012 (amended) 	<ul style="list-style-type: none"> Forest (Sawmill) Regulation 1968 Forest (Preservative Treatment) Regulation 1992 Forest Guard Regulations 1975 Forest Fire Prevention Regulation 1972 Environment Management (EIA Process) Regulation 2007 Environment Management (Waste Disposal & Recycling) Regulation 2007 	<ul style="list-style-type: none"> Fiji Forests Policy 2007 REDD+ Policy 2011 Forest Certification Draft Forests Plantation Policy Fiji Climate Change Policy 2018-2030 Public Private Partnership Policy 2019 Draft Energy Policy 2013-2020 Fiji Rural & Land Use Policy 2005 Fiji NDC Implementation Roadmap 2017-2030 	<ul style="list-style-type: none"> National Biodiversity Strategy and Action Plan (NBSAP) Green Growth Framework (GGF) National Development Plan (NDP) National Adaptation Plan (NAP) 2018 Fijian COVID Safe Economic Recovery Framework 	<ul style="list-style-type: none"> Fiji Forest Harvesting Code of Practice (FFHCOP) Sandalwood Manual Nursery Manual

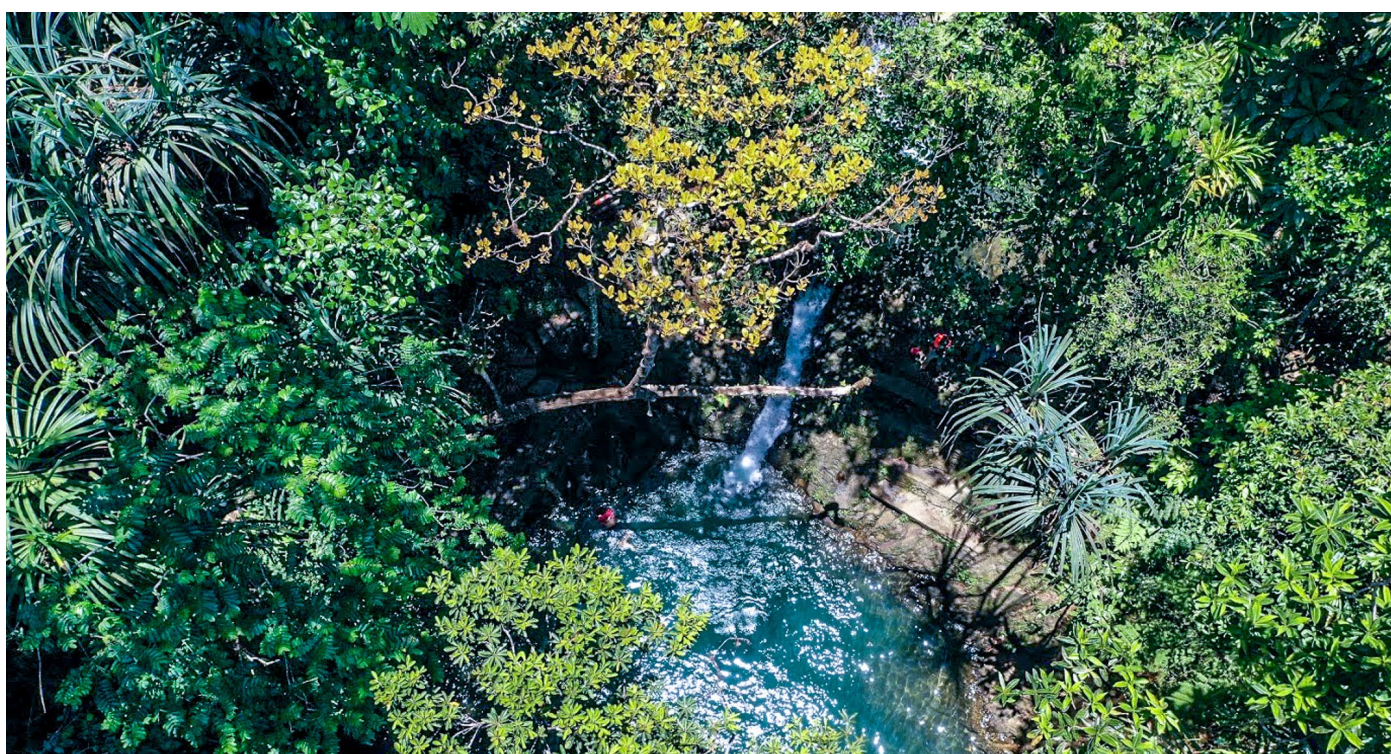
Our Functions and Services

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

Table 3: Functional Divisions

Functional Divisions/Sections	Functions & Services
Silviculture Research & Development	<ul style="list-style-type: none"> • Forest health, bio-security & bio-diversity • Tree species development • Seed & nursery technology • Natural forest management • Research publications
Timber Utilisation Research & Product Development	<ul style="list-style-type: none"> • Research & investigation • Quality management systems/timber grading • Timber trade • Sawmilling • Preservation • Product research and development
Education & Training (FTC & TITC)	<ul style="list-style-type: none"> • Training (Technical, Academic, SFM, Forest Warden, Bio-diversity Conservation, Protected Area Management) • Skills development • Capacity building • Wood processing
Forest Resource Assessment and Conservation	<ul style="list-style-type: none"> • Monitoring Information System (MIS)/Geographic Information System (GIS) • Resource inventory • Resource assessment • Mapping and surveys • International conventions • Environment management • REDD+ Readiness & Emission Reduction Programme
Forest Parks & Nature Reserves	<ul style="list-style-type: none"> • Establishment, management, maintenance and enhancing of the use of forest parks and reserves • Forest education and resource conservation promotion • Restoration ecology and watershed and amenities planting
Forest Harvesting, Monitoring, Control & Surveillance at Divisional Level (N, W and C/E Division)	<ul style="list-style-type: none"> • Facilitate sustainable log supply system for the timber industries • Facilitate development of community-based initiatives for forest-based projects • Provide advisory services and raise awareness • Administer timber processing and inspectoral services • Issue of harvesting licenses
Afforestation, Reforestation and Agroforestry	<ul style="list-style-type: none"> • Provide extension/advisory services & raise awareness • Reforestation & afforestation activities • Promote Agroforestry

Functional Divisions/Sections	Functions & Services
Corporate Services Division	<ul style="list-style-type: none"> • Human Resource Management • Learning and development • Recruitment and selection • Performance management • Occupation, 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, Statistics & Executive support	<ul style="list-style-type: none"> • Policy research & analysis • Economic planning • Annual reporting • Statistics • Trade & investment facilitation • Monitoring & Evaluation (Plans & Projects) • Secretariat services (cabinet & parliamentary processes, MOU/MOA) • Communications & public relations



Our Programmes & Projects (2021-2022)

Table 4: Forestry Programmes and Projects

Programme	Activities	Total Allocation by Activity (\$000)	Capital Projects within each Programme/ Activity SEG 6-9	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
Policy and Admin	General administration and accounts.	1,611.3			
	Economic policy, planning and statistics.	204.7			
Forestry	General admin.	1,436.0	Fiji Pine Trust (R)	745.1	Sustainable management of communally owned Pine plantations.
			ITTO Rewa Delta Project	19.9	Coastal rehabilitation and support community livelihood.
			APAFRI Subscription	2.5	Access to forest based research and technical assistance
			IUFRO Subscription	2.5	
			INBAR Subscription	18.0	Develop bamboo industry.
	Forest conservation and management services.	2,721.7	REDD+ (Fiji Govt.) – (R)	227.5	To complete the Readiness Phase and implement the ERP
			REDD+ (WB) – (R)	2,000.0	
	Training and education.	469.8			
	Silviculture research, resource assessment and development.	334.6			
	Timber utilisation research and product development.	1,291.5	Training expenses	5.0	Skills & knowledge development for staff & stakeholders.
			Plywood Standard	1.5	National Plywood Standard developed and adopted.
			Sandalwood programme	40.0	Sustainable management of the sandalwood species.
			Research and development of wood and non-wood species.	75.0	Promote lesser known species to our local timber trade industries.
			Upgrade of office and quarters. (R)	200.0	Improve working and living conditions for staff.

Programme	Activities	Total Allocation by Activity (\$000)	Capital Projects within each Programme/ Activity SEG 6-9	Capital projects Allocation (\$000) SEG 6-9	Desired Outcomes for Capital Projects
	Extension and advisory services (forest planting and afforestation)	1,943.4	Reforestation of Degraded Forests (RDF) with indigenous & other species.	1,615.9	Rehabilitate degraded/ vulnerable forest area and Improve Fiji's forest cover. Revive local indigenous species.
	Monitoring, control and surveillance (harvesting & logging)	2,924.0	Monitoring, control and surveillance of logging operations.	80.0	Enhance compliance level of operations.
			Maritime Pine Development (Cicia, Gau and Kadavu). (R)	500.0	Revive the community pine development scheme.
			Utilisation of waste wood. (R)	158.1	Enhance value adding on our timber products and reducing waste wood.
	Forest parks, recreation and nature reserves.	293.3	Upgrading and maintenance of forest parks.	43.5	Improving forest park facilities to provide better services.
	TOTAL	\$13,230.4			

Ministry of Forestry Input Allocation

2021-2022 Budget Highlights

The total budget for the Ministry in 2021-2022 is \$13.2 million, comprising \$9.9 million for operating expenditure (SEG 1-7), \$2.9 million for capital expenditure (SEG 8-9), and VAT (SEG 13) of \$0.4 million. The total budget represents a decline of \$2.5 million (15.9%) when compared to the 2021-2022 budget of \$15.7 million.

Table 4: Ministry of Forestry Budget summary FY2021-2022

SEG	SEG Particulars	Revised Actual 2019-2020 (\$000)	2020-2021 Revised Estimate (\$000)	Change (\$000)	Estimate 2021-2022 (\$000)
1	Established Staff	4,083.7	4,135.6	-41.4	4,094.2
2	Government Wage Earners	1,595.5	1,457.6	-172.2	1,285.4
3	Travel and Communications	707.6	363.4	-127.7	235.7
4	Maintenance and Operations	1,133.1	1,307.1	-457.5	849.5
5	Purchase of Goods and Services	1,005.3	1,082.7	-554.2	528.5
6	Operating Grants and Transfers	855.2	928.9	-160.8	768.1
7	Special Expenditures	1,244.1	804.9	1,384.4	2,189.4
	TOTAL OPERATING	10,624.5	10,080.1	-129.4	9,950.8
8	Capital Construction	1,908.2	3,388.1	-1,028.1	2,359.9
9	Capital Purchase	396.0	1,510.0	-1,010.0	500.0
	TOTAL CAPITAL	2,304.2	4,898.1	-2,038.1	2,859.9
13	Value Added Tax	340.8	716.0	-296.3	419.7
	TOTAL EXPENDITURE	13,269.5	15,694.2	-2,463.8	13,230.4

Staff Profile

Table 5: Staffing (as at 31 July 2021)

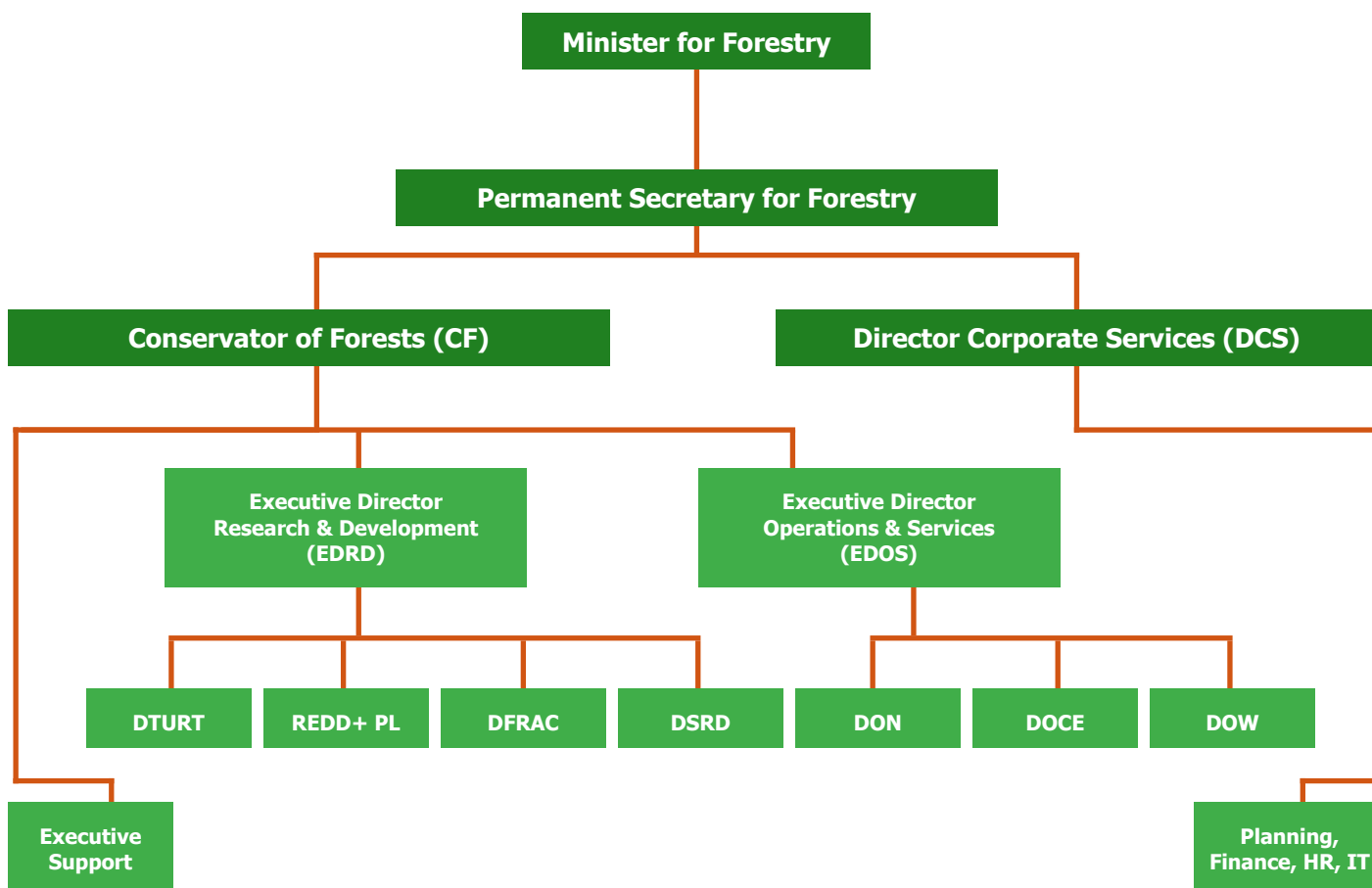
Programme	Established		GWE		Project		Total	
	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Approved Post	Staffing Strength	Total Approved Staff Posts by Programme	Total Staffing Strength by Programme
1 Policy and Admin.	31	27	3	1	0	0	34	28
2 Forestry.	114	105	86	83	32	28	232	216
TOTAL	145	132	89	84	32	28	266	244

Strategic Workforce Plan

The Ministry has developed its draft Strategic Workforce Plan (SWP) for FY2021 – 2022. 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 266 posts, of which 145 (55%) are established posts, 89 (33%) are GWE posts and 32 (12%) are project posts. The current staffing strength as at 31 July 2021 stands at 244, comprising 92% of the approved posts.

Organisation Structure



Forestry Management Team



Minister for Forestry
Honourable Josaia Voreqe Bainimarama



Permanent Secretary for Forestry
Mr. Pene Baleinabuli



Conservator of Forests
Ms. Sanjana Lal



**Executive Director
Research & Development**
Ms. Deborah Sue



**Executive Director
Operations & Services**
Mr. Manasa Luvunakoro



**Director Corporate
Services**
Ms. Laite Cavu



Team Leader REDD+
Mr. Ilaisa Tulele



**Officer in charge -
Silviculture Research**
Ms. Mere Vukialau



**Director Timber Utilisation
Research & Training**
Mr. Tevita Bulai



**Officer in charge - Forest Resource
Assessment & Conservation**
Ms. Jashika Lal



**Director Operations –
Northern Division**
Mr. George Vuki



**Director Operations -
Central/Eastern Division**
Mr. Moape Lotawa



**Acting Director Operations
Western Division -**
Mr. Maleli Nakasava

Ministry of Forestry: 2021-2022 Year Planner

Table 6: MOF 2021 - 2022 Year Planner

QUARTER 1		
August 2021	September 2021	October 2021
<ul style="list-style-type: none"> Parliament Sitting – 16th - 20th CP Submission – 03rd & 17th Cabinet Meeting – 10th & 24th 2021-2022 Operational Plan finalised and disseminated Divisional/Individual Work Plan finalised Monitoring & Evaluation End of Year Review International Day of the World's Indigenous People - 9th International Youth Day – 12th World Humanitarian Day – 19th 	<ul style="list-style-type: none"> Parliament Sitting – 20th – 24th CP Submission – 7th & 21st Cabinet Meeting – 14th & 28th Constitution Day – 7th International Day of Clean Air for Blue Skies – 7th World Bamboo Day – 18th World Maritime Day – 23rd World Tourism Day – 27th 	<ul style="list-style-type: none"> Prorogation – 25th CP Submission – 8th & 19th Cabinet Meeting – 12th & 26th Fiji Day – 10th Prophet Mohammed's Birthday – 18th World Habitat Day – 04th World Food Day – 16th International Day for Natural Disaster Reduction – 13th World Food Day – 16th United Nations Day – 24th
QUARTER 2		
November 2021	December 2021	January 2022
<ul style="list-style-type: none"> Parliament Sitting – 29th – 30th Monitoring & Evaluation – 1st Qtr 1st Quarter Review CP Submission – 02nd & 16th Cabinet Meeting – 09th & 23rd Opening of Parliament – 22nd Diwali – 4th 2021-2022 TMA Operational Plan submitted to MOE Universal Children's Day – 20th 	<ul style="list-style-type: none"> Parliament Sitting – 1st – 3rd CP Submission – 07th Cabinet Meeting – 14th Christmas Day & Holiday – 25th & 27th Boxing Day & Holiday – 26th & 28th World Soil Day – 5th Human Rights Day – 10th International Mountain Day – 11th 	<ul style="list-style-type: none"> Parliament Sitting CP Submission – 04th & 18th Cabinet Meeting - 11th & 25th Mid-year Budget Review Budget circular issued Prepare 2022-2023 OP & Budget New Year's Day & Holiday – 1st & 3rd International Day of Education – 24th
QUARTER 3		
February 2022	March 2022	April 2022
<ul style="list-style-type: none"> Parliament Sitting CP Submission – 01st & 15th Cabinet Meeting – 08th & 22nd Monitoring & Evaluation – 2nd Qtr 2nd Quarter Review Mid-year Budget Review Prepare 2022-2023 OP & Budget 	<ul style="list-style-type: none"> Parliament Sitting International Day of Forests – 21st CP Submission – 01st, 15th & 29th Cabinet Meeting – 08th & 22nd 2022-2023 OP & Budget Consultation World Wildlife Day – 03rd World Water Day – 22nd World Meteorological Day – 23rd 	<ul style="list-style-type: none"> Parliament Sitting CP Submission – 12th & 26th Cabinet Meeting – 05th & 19th Good Friday – 15th Easter Monday – 18th Draft Costed OP & Budget Submission to MOE MyAPA Assessment International Mother Earth Day – 22nd World Day for Safety and Health at work
QUARTER 4		
May 2022	June 2022	July 2022
<ul style="list-style-type: none"> Parliament Sitting CP Submission – 10th & 24th Cabinet Meeting – 03rd, 17th & 31st Monitoring & Evaluation – 3rd Qtr 3rd Quarter Review Draft 2022-2023 Operational Plan Budget Consultation with MOE World Tuna Day – 02nd World Migratory Bird Day – 14th World Bee Day – 20th International Day for Biological Diversity – 22nd 	<ul style="list-style-type: none"> Parliament Sitting CP Submission – 07th & 21st Cabinet Meeting – 14th & 28th 2022-2023 Budget Announcement & Debate World Environment Day – 05th World Oceans Day – 08th World Day to Combat Desertification and Drought – 17th Public Service Day – 23rd Micro, Small & Medium Sized Enterprises Day – 27th 	<ul style="list-style-type: none"> Parliament Sitting Cabinet Submission – 05th Cabinet Meeting – 12th 2022-2023 Operational Plan reviewed and finalised Annual Procurement Plans submitted to MOE for approval World Population Day – 11th World Youth Skills Day – 15th

Ministry of Forestry's Planning Framework



NDP Goal and Policies



**Strengthen
sustainable forest
management**



**Encourage
private sector
participation
in plantation
development**



**Encourage
the growth of
timber product
development**

**NDP Goal: Sustainable management and
development of forestry resources.**

Description of Strategic Goals & Priorities

The Ministry of Forestry identified four (4) strategic goals and six (6) strategic priority areas for its SDP 2017-2030. Within these six strategic priority areas, there are Outcomes with measurable KPIs. The SDP 2017-2030 is aligned to the NDP (five and twenty year plans) requirements and global commitments to which Fiji is a party. Initiatives undertaken by the Ministry of Forestry in this OP 2021-2022 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 analysing capacity and capabilities necessary to achieving the desired outcomes of the sector; 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 the sustainable management of forests.

SP6 - Organisation Effectiveness

SP6 focuses on the Ministry itself. It looks at the capacity and the capability of the Ministry to be able to produce what it has set 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 the 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	Contribution to Strategic Goals	Linkages to SDG
Sustainable management and development of forestry resource	SP 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	<ul style="list-style-type: none"> Enactment of the Forest Bill by 2021 to support the Forest Policy. Emission Reduction Programme Operation Manual developed and implemented. 	Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management	SG 1: Establish sustainable life cycle management of forest resources in Fiji	Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation
	SP 2: Enhance Sustainable Forests Management Frameworks And Implementation of SFM	<ul style="list-style-type: none"> National Standards for Processing Systems for Fiji established by 2022. National Forest Monitoring System developed and updated. Blue Carbon determined by 2025. Permanent Forest Estate established by 2025. Greenhouse Gas Inventory developed. 	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	SG 1: Establish sustainable life cycle management of forest resources in Fiji	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
		<ul style="list-style-type: none"> Reforestation of Degraded Areas Programme implemented 2 Million Trees (2021-2022 target) planted by July 2022. Urban Forestry adopted Law Enforcement, Licensing Compliance and Monitoring. 	Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions)		Goal 13: Climate Action Goal 14: Life Below Water Goal 15: Life on Land
	SP 3: Capacity Building (Ministry & Stakeholders)	<ul style="list-style-type: none"> Research and Seed development with FPL & FHCL. National Seed Orchard established. Non-wood/timber species are developed. Partnerships established with local and international organisations Capacity of the Ministry's Staff enhanced through local & overseas training. 	Outcome 4: Enhance knowledge development through Education, Research and Training for the Ministry	SG 2: Improve the socio-economic impact of Forests	

NDP Goal (Forestry)	Strategic Priority	Outputs	Strategic Outcomes	Contribution to Strategic Goals	Linkages to SDG
Sustainable management and development of forestry resource		<ul style="list-style-type: none"> One Non-wood Product Industry developed by 2024. Technical training Programmes by FTC & TITC implemented. Partnership with international/local bodies maintained 	Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Agreements & Partnerships	SG 4: Substantially improve service delivery	Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality
		<ul style="list-style-type: none"> Forest Sector contribution to GDP increased by 2% by 2022. TMA balance increased by 5% by July 2022. Sustainable Trade Environment adopted. 	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses.	SG 2: Improve the socio-economic impact of Forests	Goal 6: Clean Water and Sanitation Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth
	SP 4: Stewardship	<ul style="list-style-type: none"> Achievement of at least two of Fiji's commitments to international obligations by 2022. Carbon Trading Policy & financing mechanisms developed & adopted by July 2022. Agroforestry integrated in forestry and agricultural practices. Operation, management and upgrade of Parks and Reserves. 	Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	SG 3: Contribute positively to the Global Environment	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
		<ul style="list-style-type: none"> Ministry's Awareness Campaign & Trade Show completed by July 2022. Rehabilitation works by the Ministry. Inter-Agency collaboration at Divisional level. 	Outcome 8: Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues, etc.)		
	SP 5: Forest Financing	<ul style="list-style-type: none"> Forest Trust Fund established. 	Outcome 9: Development & enhancement of Forest Financing mechanisms related to conservation and protection measures.	SG 1: Establish sustainable life cycle management of forest resources in Fiji	
	SP 6: Organisation effectiveness	<ul style="list-style-type: none"> Financial Management System improved annually. Finance Manual developed annually. Asset Management improved annually. 	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems.	SG 4: Substantially improve service delivery	

NDP Goal (Forestry)	Strategic Priority	Outputs	Strategic Outcomes	Contribution to Strategic Goals	Linkages to SDG
Sustainable management and development of forestry resource		<ul style="list-style-type: none"> Vacant posts filled within regulations & timeline. Ministry's organisation structure aligned to future needs. 	Outcome 11: Build capacity and efficiency in Human Resource Department	SG 4: Substantially improve service delivery	Goal 1: No Poverty
					Goal 2: Zero Hunger
					Goal 4: Quality Education
					Goal 5: Gender Equality
					Goal 6: Clean Water and Sanitation
		<ul style="list-style-type: none"> Improved Workforce Performance Management Ministry's information system updated and online by July 2022. Human Resource Management Information System developed. Forestry Statistics booklet developed annually. Support for Executive team. Forestry GIS & Remote Sensing Technology Research & Development. 	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning		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
		<ul style="list-style-type: none"> Ministry Plans developed. Approved audited Annual Reports compiled and budget developed by July 2022. Monitoring and assessment of Plans/ Programmes/ Projects. 	Outcome 13: Enhance planning and assessment capabilities		Goal 13: Climate Action
					Goal 14: Life Below Water
					Goal 15: Life on Land
		<ul style="list-style-type: none"> Communication/ Media Strategy developed. 	Outcome 14: Improve communications within the Ministry and between the Ministry and stakeholders		
		<ul style="list-style-type: none"> 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	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 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 2021	Promulgation of Forest Decree by 2021	Forest Decree promulgated & enacted	Review of current 2016 Bill	1 draft Bill	P2 A1	CF
				Cabinet submission for endorsement	1 Cabinet paper		
		Economic Study completed by 2022 (fees, charges, taxes, tariffs)	Desktop analysis of all forest-related information & developing of draft report	Collation of 10 Harvesting Reports & Forest Management Plans by Divisions (C/E, N, W)	1 consolidated report from FRAC on 10yr HAR	P2 A2	EDOS FRAC
			Economic analysis of the performance of the Timber Export in the last 10 years	Circulate draft Timber Export Analyses Report to stakeholders for comments/feedback	1 Economic Report	P1A2, P2A1, P2A5	CF
				Analyse & Compile Feedback from stakeholders			
				Finalise and endorse Report			
			Consultation Process	Consult Min. of Economy, SGO & relevant stakeholders	1 Meeting Report - of all stakeholders involved in the consultation process	P2A1 \$49,206	CF
				Stakeholders' Validation Workshop			
				Compile Final Economic Report			
			Acquire Cabinet approval	Prepare/submit Cabinet paper	1 Cabinet paper (Fees & Charges – Review)		
				Acquire Cabinet decision			
		Draft Sawmill Regulations enacted by 2022	Documentation & collation of information	Collate information , documentation	1 Report – Reviewed Sawmill Regulations	P2A1 \$50,000	CF
				Desktop analysis of gaps			
			Consultation Process	Revise Sawmill Regulations			
				Stakeholders' Validation Workshop			
				Final draft of revised regulations			
			Acquire Cabinet approval	Prepare/submit Cabinet paper	1 Cabinet paper – Sawmill Regulations		
				Acquire Cabinet decision			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 1: COHESIVE LEGISLATION, REGULATION, POLICY, GUIDELINES & COMPLIANCE							
	Output 1.2 Emission reduction Programme Operation Manual	ER Programme Operation Manual developed & key staff trained & using POM to implement ER Program	Develop POM to incorporate ER Reporting Template	Collation & development of relevant SOPs, Guidelines (include ER Reporting Template) Socialising & training of key Ministerial Staff on use of POM Cabinet papers & decisions	POM completed by Sept 2021 All key staff trained on POM and its use in the implementation of ERP 1 Cabinet paper	P2A2 Supported by REDD+	EDRD
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 2: Strengthen forest resource management framework in support of legislative and policy imperative, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation	Output 2.1: National Standard for Processing Systems for Fiji established by 2022	Standards endorsed by 2022	Plywood Standards	Work with MCTTT to develop standard	Quarterly report on status of National Plywood Standards with MCTTT	P2A5 \$1,000	EDRD
				Consultation			
				Final draft of National Plywood Standards			
				Present final report at national meeting			
			National Plywood Market Survey	3 Divisional consultation with hardware & retailers on supply and demand with annual forecast.	1 Draft National Plywood standard		
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet paper	1 Cabinet paper - Nat. Plywood standards		CF
				Acquire Cabinet decision			
		Establish National Forest Certification Scheme	Establish steering committee	National stakeholders' meeting	Quarterly reports on Forest Certification Activities 2021-2023 (2 years) On-going prog.	P2A1, P2A1, P2A2	EDRD
			Develop concept paper	Utilise in awareness & consultation			
			Build Forest Certification capacity	Assist with FHCL Certification			
				Native Forests			
			Acquire Cabinet decision	1 Cabinet paper – National FCS	Cabinet approval of Forest Certification Scheme 2022-2023, 2nd financial year		

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible	
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM								
Outcome 2: Strengthen forest resource management framework in support of legislative and policy imperative, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation	Output 2.1: National Standard for Processing Systems for Fiji established by 2022	National Code of Practice in wood processing (Log Yards & Sawmilling)	Development and consultation	Stakeholder consultation on the Draft National Code of Practice	Quarterly reports on National Standards for processing systems	P2A5	EDRD	
				Collation of Feedbacks from stakeholders	1 Draft National Code of processing standards			
				Finalise National Code of Practice for wood processing				
				Present final report at national meeting				
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet paper	1 Cabinet paper - Nat. Standards for processing		CF	
				Acquire Cabinet decision				
		Review Annual BP(TMA) endorsed by June 2022	Compile BP - TMA	Collation of information and draft BP	1 Business plan for TMA		EDRD	
	Output 2.2: National Forest Monitoring Management System (NFMS) updated	Annual Harvest Area Report produced	Update data-base	SOP Guidelines for data collection	1 SOP for data collection	P2A5	EDRD	
				Submission of Harvest Area Reports by Divisions	Monthly/ Quarterly Reports for HAR (1 Report per Division per qtr)	P2A2 & P2A7		EDOS EDRD
				Compilation of Annual HAR	1 report – Annual HAR			
		National Forest Inventory Report 2021, including Carbon stock assessment, submitted	Field Data Collection (including field samples for Carbon analysis) completed by 2021	Development of NFI 2006 Report	NFI 2006 Report completed by Sept 2021	P2A2 supported by P2A7 and funded by REDD+ USD 1.67 million	EDRD	
				Development of NFI 2021 report	NFI 2021 Report completed by Sept 2022			
				Acquire Government endorsement – inform Cabinet	1 Cabinet paper			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 2: Strengthen forest resource management framework in support of legislative and policy imperative, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation	Output 2.2: National Forest Monitoring Management System (NFMS) updated	Research on the viability/ productivity of current Diameter Limit Table (DLT) and compare against current specifications	DLT trials	Draft Cabinet paper for endorsement of the Guideline.	1 DLT Cabinet Research Paper	P2A4	EDRD
				Review and amendment of DLT Paper (according to scientific findings).	Consultation report with academic institutions and industries		
				Conduct consultation – template to be designed by SRD.	Research report		
				Set up trial areas in the three different divisions (re-logged area) with logging companies	Note : Research paper after 3 years		
		Allometric Equation & Biomass Calculation developed	Biomass Allometric equation	Administrative & Logistical arrangements	All appointments, hire & procurements to be completed by Oct 2021	P2A4 Supported by REDD+ USD 220,000	EDRD
				Field work, sample collection & analysis + final report	Final report produced by Sept 2022		
				Cabinet papers & decisions	1 Cabinet paper submitted by Sept 2022		
		Determine economic Value of Ecosystem Services by Dec 2025	Collection of data for analysing payment for Ecosystem Services	Secure funding opportunities	Quarterly updates to management	P2A2	EDRD
				Develop TOR for consultant and preparatory work for PES	Consultant's report on the parameters developed		
	Output 2.3: Blue Carbon determined by 2025	Mangrove Forest Inventory mapped Blue Carbon Inventory with respect to Mangrove forests established	Establishment of Blue Carbon Inventory to capture Mangrove Forest Carbon Data	Collaboration with REDD+ & CI for NFI data for analysis & report on Mangrove forests	Quarterly reports on Blue Carbon activities	P2A2 P2A6 P2A7 In collaboration with Conservation International	EDRD NOTE: Included in FAO GCF Proposal for Fiji

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 2: Strengthen forest resource management framework in support of legislative and policy imperative, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation	Output 2.4: Permanent Forest Estate established	Permanent Forest Estate established by 2025	Awareness & consultation Concept & Cabinet paper	Multi-agency consultation	Concept paper developed	P2A2 & A8	EDRD NOTE: Included in FAO GCF Proposal for Fiji
				funding proposal developed	Cabinet paper		
				Concept & Cabinet papers drafted & submitted for endorsement Funding secured	Funding proposal/commitment		
	Output 2.5: Greenhouse gas Inventory	Greenhouse Gas Inventory for AFOLU established by 2023	Establishment of AFOLU Carbon Inventories	Land Use and Land Cover Change Analysis with Min of Economy Climate Change Division	LULC Base-line Report	P2A2 In Partnership with Min of Economy Climate Change Division	EDRD
Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintain and enhancing multiple forest values through human intervention)	Output 3.1 Reforestation of Degrade Areas Programme implemented	Production of 400 kg seeds (dry weight) of native trees by July 2022	Seed production & storage	Seed procurement & seed collection	400kg (dry weight)	P2A6 RDF Project \$1.6 million	EDOS
				Seed processing			
				Seed storage			
		Production of 700 kg seeds (dry weight) of exotic trees by July 2022	Seed production & storage	Seed procurement & seed collection	700kg (dry weight) seeds produced		
				Seed processing			
				Seed storage			
		Production of 200 kg (dry weight) seeds of fruit trees by July 2022	Seed production & storage	Seed procurement & seed collection	200kg (dry weight) seeds produced		
				Seed processing			
				Seed storage			
	Output 3.2 2 Million Trees (2021-2022 target) planted by July 2022	Production of 300 kg seeds of coastal trees by July 2022	Seed production & storage	Seed procurement & seed collection	300kg (dry weight) seeds produced		
				Seed processing			
				Seed storage			
		Production of 100 kg seeds of sandalwood by July 2022	Seed production & storage	Seed procurement & seed collection	100kg (dry weight) seeds produced		
				Seed processing			
				Seed storage			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintain and enhancing multiple forest values through human intervention)	Output 3.2 2 Million Trees (2021-2022 target) planted by July 2022	Reforestation of deforested areas (target of 2 million trees)	Production, distribution and planting of seedlings	Sandalwood species	150,000/3 Divisions	FPT \$745,102	EDOS
				Coastal species (incl. mangrove)	100,000/3 Divisions		
				Fuelwood species	200,000/3 Divisions		
				Fruit tree species	100,000/3 Divisions		
				Native tree species	150,000/3 Divisions		
				Teak	400,000/3 Divisions		
				Non-timber forest products (NTFP)	100,000 candlenut/3 Divisions 50,000 other/3 Divisions		
				Swietenia macrophylla (Mahogany)	400,000/3 Divisions		
				Pinus caribaea (Pine)	350,000/3 Divisions		
			RDF Unit Support	National Monitoring and Survey	1 per quarter		
				Community awareness & outreach	2 per quarter		
				Analysing 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		
				Lessons Learned Workshop	1 workshop report		
				RDF Quarterly report	4 reports		
				RDF Annual Report	1 report		
		National Report on Forest Establishment	MRV (Data Quality Assessment) of Planted Trees	Data Quality Assessment conducted for planted areas - documented & mapped for whole Ministry	4 quarterly reports compiled/ submitted	P2A4, P2A2, P2A6 RDF Project \$1.6 million	EDRD & EDOS
				SRD to collaborate with RDF Unit on testing/ trialing of SOP			
				FRAC to develop MRV template for reporting			
		Ministerial Advice	Inform Cabinet	Prepare/submit Cabinet Paper	1 Cabinet paper - Update of 30MT15Y Programme		CF

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintain and enhancing multiple forest values through human intervention)	Output 3.3 Urban Forestry	Urban Forestry Unit developed & operational by 2025	Develop Concept & Cabinet Paper	Concept paper development Cabinet paper Development, submission & approval	Concept paper and Cabinet paper Funding commitment	P2A8	EDRD
	Output 3.4 Law Enforcement, Licensing Compliance and Monitoring	Compliance to Forest Sawmill Regulation, Forest Preservative Treatment Regulation and EMA 2005	Sawmill Licensing	Compilation of sawmill applications	Quarterly report on all licensed sawmills	P2A5 \$63,350	EDRD
				Vetting of application			
				Submit application for endorsement			
			Monitoring of licensed sawmill	Quarterly and annual monitoring of sawmill facilities	Quarterly monitoring and reporting on all licensed sawmills		
				Presentation of monitoring findings to the industries			
				Analysis of monitoring results and dissemination of individual reports			
				Submission of monitoring report			
			Treatment Plant licensing	Compilation of treatment plant applications	Quarterly reporting on all licensed treatment plants		
				Vetting of application			
				Submit application for endorsement			
			Monitoring of licensed treatment facilities	Quarterly and annual monitoring of treatment facilities	Quarterly monitoring and reporting on all licensed treatment plants		
				Presentation of monitoring findings to the industries			
				Analysis of monitoring Results and dissemination of individual reports			
				Submission of monitoring report			
		Compliance to Forest Act 1992 and EMA 2005	Harvesting licensing	Compilation of harvesting applications	Annual harvesting report	P2 A7	EDOS
				Vetting of application			
				Submit application for endorsement			
			Monitoring of harvesting License	Quarterly monitoring of licensed area	Quarterly monitoring report 100% compliance to license conditions		
				Submission of monitoring reports			
	Forestry Board meetings conducted as/when required		Review of Board membership	Membership confirmation and TOR submitted			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM							
Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintain and enhancing multiple forest values through human intervention)	Output 3.4 Law Enforcement, Licensing Compliance and Monitoring	Compliance to Fiji Forest Harvesting Code (FFHCOP) 2013	Conduct monitoring and training to ensure compliance to the FFH-COP	Conduct 2 national monitoring	2 monitoring reports	P2A7 MCS \$80,000	EDOS (MCS)
				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		
STRATEGIC PRIORITY 5: FOREST FINANCING							
Outcome 9: Development & enhancement of Forest financing mechanism 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 & Finalise FAO findings	1 Report – Cadastral Survey for ES to legally declare as protected areas Draft cost models for establishing & managing terrestrial PA in Fiji	P2A2 On back burner, pushed to next 3 year cycle unless funding opportunity	EDRD NOTE: Included in GEF 7 Proposal
				Determine cost for Greater Tomanivi PA			
			Pursue financing options & opportunities	Develop fundraising strategies	1 Report - fundraising options & marketing strategies		
				Develop marketing strategies			
				Test best option & assess (if applicable)			
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet Paper	1 Cabinet paper - Financing plan for PA		CF
				Acquire Cabinet decision			

SG 2 – IMPROVE THE SOCIO-ECONOMIC IMPACTS OF FORESTS

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 5: Capacity & capability develop and enhance for the Ministry's stakeholder through collaboration joint agreements & partnerships	Output 5.1 One (1) non-wood Product (NWP) Industry develop by 2024	Establish one (1) NWP by 2024	Development of Business Proposal & Strategic Plan for NWP	Develop Strategic Plan for NWP	1 SP & 1 Business Proposal (plan + budget)	P2A5 \$200,000	EDRD
				Draft NWP SP consultation report			
				Draft NWP Workplan proposal and budget			
			Establish community-managed NWP venture (Include Sandalwood Venture)	Tender & selection process	1 Report on community managed NWP		
				Procurement of equipment/machines			
				Training of community			
				Assessment and reporting			
			Inform Cabinet & acquire endorsement	Prepare/submit Cabinet paper	1 Cabinet paper - NWP business		CF
				Acquire Cabinet decision			
		Develop a strategic and sustainable framework for sandalwood industry in Fiji	Cost benefit analysis of all sandalwood product; oil, handicraft/ sale	Awareness & consultation	1 CBA Report	P2A5 \$3,882.58	EDRD
				Global market analysis through desktop reviews and local market analysis through questionnaires and interviews			
				Develop flowchart on Sandalwood products and prices and its socio-economic impacts reporting	1 Flow Chart		
			Establishment of Sandalwood Growers & Buyers Association	Updating of National Sandalwood Database	1 market study report	P2A5 \$5,200	EDRD
				Formation of Growers Association at provincial level			
				Formation of buyers association			
				Reporting			
		Sandalwood regulation	Consultation	1 Consultation report	P2A5 \$5,200	EDRD	
			Finalisation of regulation	Sandalwood regulation			
			Seek Cabinet endorsement	1 Cabinet paper		CF	

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 5: Capacity & capability develop and enhance for the Ministry's stakeholder through collaboration joint agreements & partnerships	Output 5.2 Technical training programmes by FTC & TITC	Technical training conducted by July 2022	Technical training conducted	<ul style="list-style-type: none">Portable sawmill trainingChainsaw trainingTechnical skills training to communities & industriesForest Warden trainingSFM trainingWood carving trainingBasic sawmilling courseBasic saw-doctoringBasic timber gradingTimber seasoningTimber preservationTimber machining	Quarterly Report 1 Annual Training Report	P2A3 P2A5 \$240,000	EDRD
			Evaluation and impact analysis	Analyse and evaluate impacts of all trainings conducted and develop report	1 Training Impact Analysis Report		
			Output 5.3 Partnerships with International/ local bodies maintain	International Forum membership - All annual levies/ subscription paid by July 2022	APFRI		
	IUFRO	Payment of subscription			\$2,500		
	INBAR	Payment of subscription			\$18,000		
	ArcGIS	Payment of subscription			\$40,000		
	Partnership	Fiji Pine Trust	AWP developed and implemented	Monthly report from FPT against AWP & 4 QPPR reports	FPT \$745,102	EDOS	
	Outcome 6: Support commerce development businesses and Products related to forestry sector and encourage the participate of youths and women in forestry related businesses	Output 6.1 Increase forest sector contribute by 2% by 2022	Support development and processing of Maritime Pine Scheme by July 2022	Development of Maritime Pine Scheme	<ul style="list-style-type: none">Commercial timber processingCartage of equipment to maritime islands	Quarterly Reporting	P2A7
Harvesting licenses				Collation of log production and revenue	Target: 2,928m³	P2A7	
				Submission of reports	Quarterly reports		

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 6: Support commerce development businesses and Products related to forestry sector and encourage the participate of youths and women in forestry related businesses	Output 6.1 Increase forest sector contribute by 2% by 2022	Support processing of harvesting operations nationwide	Harvesting licenses	Collation of log production and revenue	Monthly & quarterly reports from each Division (CE/N/W)	P2A7	
				Production Targets: <ul style="list-style-type: none">Native - 16,937m³Pine Woodlots - 4,570m³Mahogany Woodlots - 2,060m³Minor Forest Produce - 2,590m³			
			Revenue generation	Collect Govt. fees	Monthly & quarterly reports (CE/N/W)	P2A7	
				TLTB (royalty & premium)			
				Provide Industry millgate price			
			Ministerial advice	Inform Cabinet & acquire endorsement	Prepare/submit Cabinet paper	1 Cabinet paper - Support Utilisation of Maritime Pine Schemes	
		Acquire Cabinet decision					
		Upgrade of sawmilling research facility at TUD	Engagement of consultant	Develop TOR and EOI for consultant	1 Report	P2A5 \$75,000 (R&D Project)	EDRD
				Submit for PS approval			
				Advertise EOI and engage consultant			
				Stakeholder consultation			
				Submit draft Strategic Plan			
		Research on the properties and potential uses of wood and non-wood species.	Collaborative applied research on Pine and Mahogany	Impact of pine resin tapping on wood quality	1 report (inclusive of Pine wood quality and Pine forest health)	P2A5 \$75,000 (R&D Project)	
				Identify the right methodology for tapping pine			
				Product development and promotion			
				Undertake Mahogany grade recovery study in collaboration with Fiji Hardwood Corporation Limited	1 report		
		Bamboo research and development for construction work		<ul style="list-style-type: none">Identify and map speciesProcurement of 1 kg of the desired bamboo species used by industriesUndertake mechanical test in collaboration with MOIT and FNU on existing speciesUndertake preservative treatment test on existing species	Quarterly progress reports	P2A5 Collaboration between SRD & TUD	
	P2A5 \$75,000 (R&D Project)						

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible	
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)								
Outcome 6: Support commerce development businesses and Products related to forestry sector and encourage the participate of youths and women in forestry related businesses	Output 6.1 Increase forest sector contribute by 2% by 2022	Research on the properties and potential uses of wood and non-wood species.	Coconut and other non-traditional forest resources for the manufacture of engineered wood products	Determine existing forest product research capacity for Fiji and the Pacific in collaboration with ACIAR	1 Report	P2A5 Collaboration between SRD & TUD	EDRD	
			Research and development of Lesser Known species (LKS)	<ul style="list-style-type: none">Wood density tests on 3 LKSMonitoring and assessment of graveyard and service trialsCompile ten years report on Research and Development of Wood and Non Wood Species Project from January 2012 – December 2021	Quarterly reports	P2A5 \$75,000 (R&D Project)		
					Compile research papers for publication			1 report and 1 Cabinet paper
								Analyse research results; density, durability, wood properties and potential uses
			Compile draft research paper					
			Submit for publication					
			Utilisation of wood wastes/ residues from harvesting areas and timber processing facilities	Develop new and value added products from waste wood	Various products developed from waste wood	4 products’ quarterly progressive report		\$158,000 (UWP)
					Promote and market products	Quarterly progressive report		
					1 cottage industries developed to supply market	1 cottage industry		
		Monitoring and Impact Analysis Report			1 report			
	Cabinet Information paper	1 CP						
	Output 6.2 TMA –balance increased by 20% by July 2022	Business plan + revised SOP submitted to MOE by Aug 2021	Documenta-tion	Collation & documentation	Business plan plus budget	P2A5 TMA FUNDS	EDRD	
				Ministerial clearance	Revised SOP			
				Submission to MOE				
	Output 6.3 Sustainable Trade Environment	Compliance with Timber Export & Import Guideline	Licensing of all export & import timber and wood products	Inspection of export consignment	Quarterly reports	P2A5	EDRD	
				Vetting of export & import application				
				Submit export license & import permit for endorsement				
Clearance of export and import consignment								

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 6: Support commerce development businesses and Products related to forestry sector and encourage the participate of youths and women in forestry related businesses	Output 6.3 Sustainable Trade Environment	Forestry Business/ Investment Guide published by Oct 2021	Develop Business/ Investment Guide	Collation of relevant information and consultation with relevant authorities	1 Forestry Business/ Investment Guide (2021-2022) developed	P1A2	DCS
				Develop & publish Guide			
				Facilitate forest-related trade and investment requests			
		Trade Assistance Reports developed in a timely manner	Trade Assistance Reports	Technical advice and trade assistance to stakeholders	Quarterly reports	P2 A5	EDRD
				Develop reports			

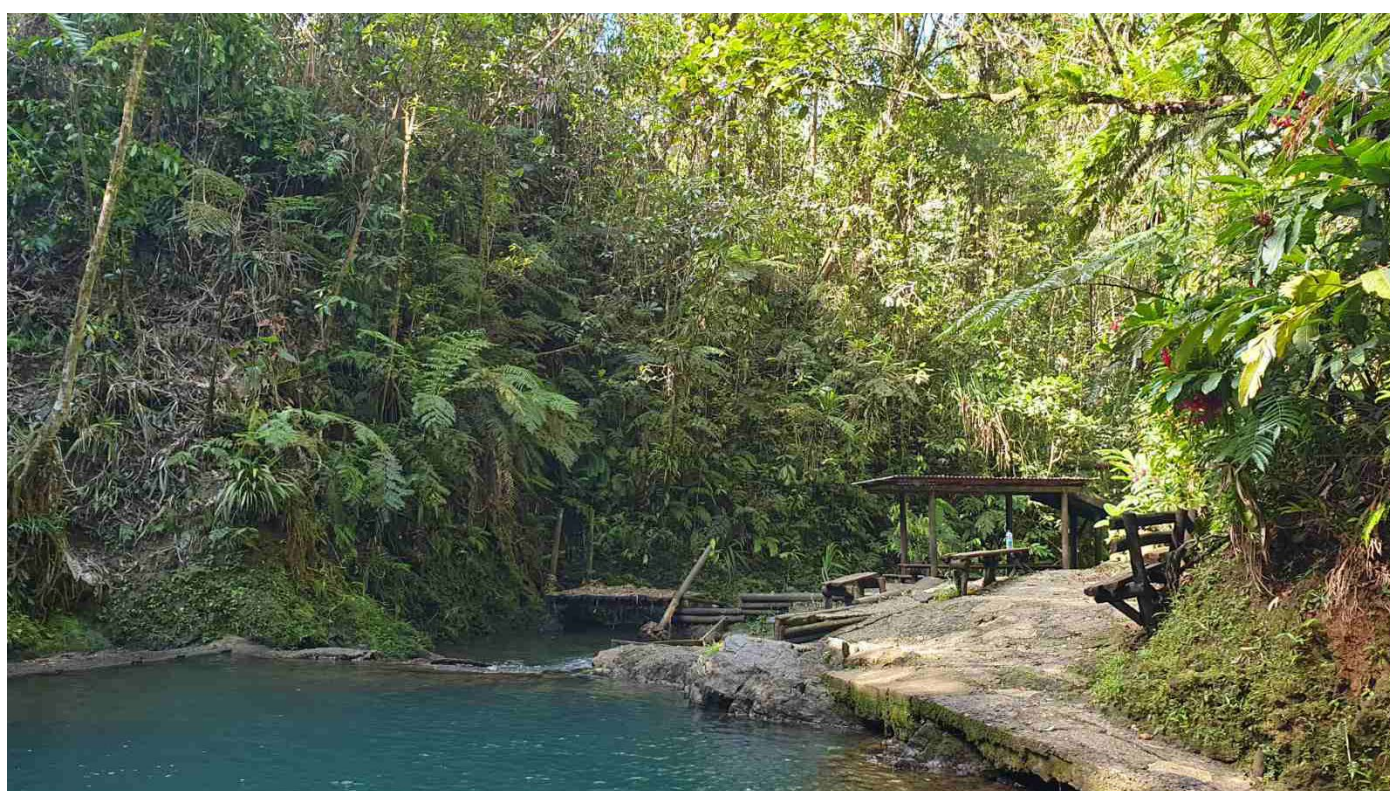
SG 3 - CONTRIBUTE POSITIVELY TO THE GLOBAL ENVIRONMENT

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible	
STRATEGIC PRIORITY 4: STEWARDSHIP								
Outcome 7: Global participation in forestry initiatives and standards (including carbon trading)	Output 7.1 Achieve of at least 2 of Fiji’s commitment to international obligation by 2022	Protect 17% of total land mass under Protected Area for Biodiversity Conservation	Development of management regimes (Zones) Greater Tomaniivi Protected Area by July 2022	Tomaniivi & Wabu Reserves at-high-risk boundary marking & weeding	Greater Tomaniivi management plan	P2A2 37,500	EDRD	
				Review Tomaniivi management plan				
				Stakeholders’ validation workshop				
				Final management plan				
			Develop management plan & draft funding proposal to supplement Govt. budget for Colo-i-Suva Reserve (including Forest Park)	Draft Colo-i-Suva management plan	Management plan for Colo I Suva Reserve & Forest Park			
				Stakeholders’ validation workshop				
				Final management plan				
				Draft funding proposal for management plan				
			Verification of the Forest and Nature Reserves List	Confirm formalised Forest and Nature Reserves Register, esp. areas that have lapsed their leases	Forest & Nature Reserves registered	P2A8 Budget is combined in \$37,500 above		
				Map formalised Forest & Nature Reserves	Forest & Nature reserves mapped			
				Verify & mark forest & nature reserve boundaries on the ground/trees	Boundaries marked on the ground/ trees for Colo-i-Suva.			
		Compilation of reports	Report to conventions	Collation of information, reports	CBD Report	P2A2		
Submission of reports								

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 7: Global participation in forestry initiatives and standards (including carbon trading)	Output 7.2 Carbon trading policy & financing mechanism develop & adopted by July 2022	Completion of REDD+ annual work programme & activities for the fiscal year	Complete approved consultancy & non-consultancy agreements as listed in the Procurement Plan	Develop REDD+ Strategy	1 strategy	P2A2 REDD+ WB Grant	EDRD
				Develop district-level Land Use plans for the 20 ER-Programme districts	20 Landuse plans		
				Review of REDD+ Policy 2011	1 policy		
				Develop Safeguard Information System (national interpretation of Cancun Safeguard & Monitoring System for Non-Carbon Benefits)	SIS completed		
				National Forest Monitoring System Integration Framework	NFMS completed		
				Construction of national Forest Reference Emission Level (FREL)	Progress reports		
				Assessment of safeguards for retroactive Carbon	Progress reports		
				Develop awareness message/brand + outreach tools, material	Progress reports		
				Develop REDD+ regulations under the Forest Bill	REDD+ regulation embedded in the Bill		
			Complete all necessary documentation, approval processes to facilitate payment of procurements approved under Procurement Plan and Budgeted for fiscal year	Complete procurement under "Goods & Services"	Submission of progress reports for each sub activity	REDD+ WB Grant US\$1.69 million	
				Complete procurement under "Non-Consultancy"			
				Complete procurement under "Consultancy"			
				Complete procurement under "Internal Operating Cost"			
			Complete programme of activities under Capital REDD+ for the fiscal year	Activation & payment of lease agreement for the EMALU Project site	Finalise lease terms & conditions, registration of lease & payment of lease	REDD+ Capital project F\$226,454	
				Establish agreed alternative livelihood activities	Installation of solar system, survey and appraisal of bore-hole site and tree planting (carbon stock)		
				Project management & monitoring	Payment for lease, solar system, bore-hole and water system, tree planting		

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 7: Global participation in forestry initiatives and standards (including carbon trading)	Output 7.2 Carbon trading policy & financing mechanism develop & adopted by July 2022		Complete reporting Obligations and submission of all relevant reports	Ministry reports	Quarterly reports	P2A2	EDRD
				Audited financial report	1 Report	REDD+ Project	
				FCPF - country reports	Quarterly Reports		
	Output 7.3 Development of Agroforestry integrated in forestry and agriculture practices	Agroforestry strategy developed by 2023	Develop concept paper on agroforestry	Concept paper development in collaboration with Ministry of Agriculture	1 Concept paper	P2A4	
				Research on current agroforestry system in consultation with divisions Change in yield form	1 Cabinet paper		
				Cabinet Paper draft, submission & approval			
		Demonstration of Climate Smart Agriculture (Agroforestry) established in the 3 divisions	Establish six demonstration plots of climate smart agriculture (two per divisions)	Confirmation of sites for demo plots	6 Plots (2 per Division)	P2A7	EDOS
				Installation of signage			
				Programme & budget			
				Establish demoplots			
				Monitoring of production/growth			
				Annual Report - demo plots			
			Ministerial information & advice	Prepare/submit Cabinet paper	Cabinet paper – Separate or contribute to the 30MT15Y Paper depending on nature of submission	P1A1	EDOS, CF
				Acquire Cabinet decision			
	Output 7.4 Operation, Management and Upgrade of Parks and Reserves	Operation and upgrade of parks and reserves by July 2022	Operation and upgrade of Coloisuva Forest Park	Operation of Colo-i-Suva Park	Quarterly progress report	P2A8 Upgrade of Forest Parks Project \$43,500	EDRD
				Maintenance of swimming pools	Annual Report		
				Maintenance of park tracks			
				Signage setup and improvement			
				Maintenance of picnic tables			
				Maintenance of Bure			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 8: Foster awareness and social responsibility (Climate change, good citizens, gender Equality, disability issues, academic support etc.)	Output 8.1 Ministry's Awareness Campaign & Trade Show completed by July 2022	International Day of Forests Celebrations on March 21 2022	Preparatory work	Planning, Budget, Committee	Committee reports	P2A1, P2A6, P2A7 Supported by RDF & REDD+	EDOS (All Divisions participate)
				Awareness/ outreach material developed			
			Staging of event	Logistical arrangements completed			
				Mobilisation			
		Ministry's trade/ road shows	Preparatory work	Planning, Budget, Committee	Reports – after trade/ roadshows	P1 A2 Trade show - \$8,000	
				Awareness/ outreach material developed			
	Staging of event		Logistical arrangements Completed				
		Mobilisation					
	Output 8.2 Rehabilitation works by the Ministry	Damaged houses rebuilt by July 2022	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	P2A7 Maritime Pine develop \$500,000	EDOS
				DISMAC operations (November – April)			
				Output 8.3 Inter-agency collaboration at divisional level	Inter-agency collaboration conducted as and when required	Conduct, facilitate or attend inter-agency events	
	Facilitate PM or Ministerial tours						
Provide reports after each event.							



SG 4 – SUBSTANTIALLY IMPROVE SERVICE DELIVERY

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 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 Research & seed development with FPL & FHCL	Research & development with Fiji Pine Limited (FPL) completed by 2030	Research	Collaborative work on plus trees establishment	Consultation report on plus trees	P2A4	EDRD	
				Collaborative capacity building of staff on seed collection, processing and testing	Note: plus trees selection booklet			
			Plantation development & Improvement	Literature review on modern Silviculture practices for Pine plantation.	Fact sheet on selected Silviculture practises to be adopted by 2023.			
				Forest health protection	Literature review on Pine resin tapping in collaboration with TUD			Report on resin taping techniques to be adopted by 2023.
			Literature review on invasiveness of exotic species		Guideline on identification of invasive species (incl. risk assessment, eradication and biological control)			
		Research & development with Fiji Hardwood Cooperation Limited (FHCL) completed by 2030	Seed quality	Selection of plus trees	Consultation report Seed stand establishment report	P2A4		
				Seed processing	1 Seed quality control report			
				Seed testing				
				Seed testing Conduct seed technology training	1 Seed technology training report			
			Plantation development & Improvement	Literature review on modern Silviculture practices for Mahogany plantation.	Fact sheet on selected Silviculture practises to be adopted by 2023.			
	Output 4.2 National Seed Orchard established	Establishment of National Seed Orchard by 2022	Map out & identify national seed orchards on existing forest reserves on all divisions	Collaborate with FRAC and Operations Division in the Identification of 3 national seed orchard sites through mapping, and assessment.	1 National seed orchard report	P2A4	EDRD	
				Placement of sign boards				
				Consultation and formalise land arrangement				
		Output 4.3 Non-wood/ timber species industry are develop	Development of non-wood species/forest products by 2022	Secure desired species variety for non-wood forest products	Contact countries with desired seed variety	Market Survey on Sandalwood resin		P2A4
					Literature review on previous/existing work carried out in Fiji on non-wood species	Cost benefit analysis		
	Identify potential non – wood forest species and market study							
	Monitoring and growth assessment							

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 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 4.4 Partnerships established with local and international organisations	Funding proposals developed by 2022	Securing funding	Write research funding proposal	1 funding proposals submitted	P2A4	CF & EDRD
		Action plans for all MOUs developed and endorsed by Dec 2021	Local and international exchanges	Develop & implement action plans under the MOU with China & Indonesia	Action plan endorsed by both parties and implemented Quarterly updates		EDRD
		Collaborative research	Local and international exchanges	Identify research areas for collaboration	Submission of research Proposals to address research areas and knowledge enhancement		
	Revive existing relationship with local and international research partners e.g. INBAR, APFRI, IUFRO						
	Output 4.5 Capacity of the Ministry’s Staff enhanced through local & overseas training	Staff are identified for training	Compilation of training need analysis	Learning and development needs derived from Employee Performance Assessments	Training needs analysis report completed by 31 August 2021	P2A1 \$38,605.45	DCS
				Classify the training required and group employees under relevant training			
			Development of training plan	Training courses Identified based on TNA report	Training plan developed by Sept 2021		
		Source training providers and schedule training Courses in alignment with training budget					
		Seek PS endorsement					
		Training plan activated	Staff award & logistics	All necessary approval & clearances	Training conducted as per training plan		
				Budget & transfers			
		Compile return on investment report	Evaluation & assessment on the impact of training at the workplace	Analysis of post training evaluations and compilation of reports	Return on investment Report submitted by 31 September		DCS
Review of training plan							

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible		
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)									
Outcome 10: Increased transparency and efficiency of Forest Revenue Systems & Asset Management	Output 10.1 Financial Manage System improve annually	Monthly management report including 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	Ministry of Forestry's 2021 -2022 Financial Management Plan submitted by 31st August	P1A1 & P2A1	DCS		
				Submission to MOE by 3rd week/month					
			Preparation of TMA report to assess performance	Collation & compilation of doc, reports				12 monthly management financial reports submitted on time before 15th of every month	
				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					
		Submission of Monthly Financial Reports to Ministry of Economy by 15th of each month	Cash Flow Forecast	Collation, reconciliation, verification and compilation of relevant documents, reports, annexed with government receipts and supporting evidences	12 Monthly Financial Reports to MOE submitted by 15th of every month.				
			Drawings Reconciliation statement						
			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			4 Quarterly Financial Reports submitted to MOE by 15th of the previous month after the quarter ends.
						Arrears of Revenue			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 10: Increased transparency and efficiency of Forest Revenue Systems & Asset Management	Output 10.2 Finance Manual develop annually	2021-2022 MOF Finance Manual developed endorsed by Sept 2021	Update, review and compile Ministry’s Financial Manual for endorsement	Review 2020-2021 financial manual	2021-2022 MOF Finance Manual		DCS
				Compilation of update/ revised manual			
				Submission & acquire endorsement			
		Annual Financial Statement 2020 - 2021 submitted to OAG by 31st Oct	Compilation of Annual Financial Statement	Collation & compilation of doc, reports by August – 31st October <ul style="list-style-type: none">Statement of Receipts and ExpenditureAppropriation StatementTMA Stock CertificateTMA Manufacturing AccountTMA Profit and Loss StatementBalance SheetStatement of Losses and Write-offsAppropriation Movement-VirementSLG84 Report - Aid GrantNotes to Financial Statement	2020-2021 AFS compiled before 26th October		
				Submission to OAG before 26th Oct			
	Output 10.3 Asset Management improved annually	Implementation of risk management policy	Endorsement of risk management policy by PSF and development of divisional risk strategies	Compilation of operational SOPs from all divisions.	Risk management policy endorsed		
				Awareness and consultation with Divisional Directors on risk identification and mitigation strategies.			
				SOP reviewed and implemented.			
		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		
		Asset Registers are updated and accurate	Monitoring of divisional asset and stock management practices	Quarterly monitoring of divisional asset and stock management practices	4 monitoring reports updated on Quarterly basis		
Conduct of training and awareness on policies and procedures							

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 10: Increased transparency and efficiency of Forest Revenue Systems & Asset Management	Output 10.3 Asset Management improved annually	Board of Survey completed by June 2022	Conduct BOS for all divisions	Appointment of BOS members by 31st March 2022	4 BOS reports submitted before 30th of the next month after close of each quarter		DCS
				Assessment, survey of all assets; submission of reports to MOE and disposal of write-offs			
				Update of Asset Register			
		Ministry transport fleet Fully operational	Servicing of vehicles by due date	Monitor servicing dates for each vehicle	All vehicles serviced by due dates		
				Ensure servicing is done and update vehicle log book			
			Repair of vehicles	Technical report from CIS garage or lessor	Vehicles repaired within 2 weeks upon receipt of purchase order		
				Quotations sourced from vendors			
				Verification of quotations by CIS garage			
				Repair of vehicle within assessed timeline			
		Managing Accidents and damage to vehicles		Submission of accident Reports to Transport Officer	All accidents are reported and Tribunal reports submitted to SGO within 3 weeks of accident		
				Appointment of the Accident Tribunal and schedule meeting			
				Convene Accident Tribunal hearing and all implicated drivers to attend			
				Collate all documents and submit Tribunal report to the SGO.			
				Implement surcharge if required			
		Management of staff quarters and offices	Repair of 4 staff quarters at Coloisuva Repair of 1 staff quarters at Nadarivatu	Call for tender, evaluation and award of tenders	All planned upgrading works completed within the financial year	Upgrading project \$300,000	
				Contract vetting and signing			
				Monitoring of works and sign off by clerk of works at each stage before payment			
				Payment of retention bond			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 11: Build capacity and Efficiency in Human Resource Department	Output 11.1 Vacant posts filled Within regulation (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	OMRS vacancy processing timeline of 4 months is met For each vacancy advertised and no procedural review upheld	P2A1	DCS
				Selection panel approved			
				Advertisement of posts			
				Selection process			
				Submission of selection report			
				Provisional appointment			
				Issue of contract of service			
				Assessments forms sent to officers and directors			
		All contracts are processed 3 months before expiry date	Complete employee performance assessments 6 months before contract expire	Assessments forms sent to officers and directors	Officers are informed of decision 3 months before contract expires		
				Compile assessment report and submit to PS for approval			
	Output 11.2 Ministry's Organisation Structure is aligned to future needs	Staff Establishment Report by 5th of each month	Person to Post process conducted	Approval of staff movement in P2P	12 Monthly Staff Establishment Report		
				Variation Notices issued for any changes to the approved staff establishment			
		Completion of 1st stage of Ministry restructure	Re-alignment of divisions and function	Approval of restructure paper	Implementation of stage 1 by December 2021		
				Revision of role descriptions and work plans for roles affected			
	Output 11.3 Improved workforce performance management	Annual Staff Assessment Report completed by 31 July 2022	Complete assessment process by 31July through online employee portal	Commence stage 2 - examination of processes, job loading and workforce requirements	1 Employee Performance Report submitted by 31 July 2022		
				Individual Work Plans endorsed by 31 Aug 2021			
				Mid-year assessment completed by Jan 2022			
				Annual Assessment completed by Jul 2022			
				Assessment report compiled and submitted to PS			

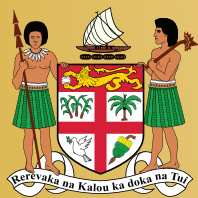
Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	Output 12.1 Ministry's Information System updated and online by July 2022	Forestry information systems quarterly report	Database systems	Continuous support of 12 existing database systems, and 3 new databases to be developed. (TRS/FEMS/Forest establishment/NFI 2021/ NFI 2005/PSP 2005/ Insects/Sandalwood/ NFMS/Pest & Disease/ Revenue/IT Inventory/ Sawmill/Treatment plant/Carbon Registry).	Monthly Reports	P1A1 \$30,000	DCS
			Client support	Desktop application user support			DCS
				Mobile apps user support			
		Regular update of Ministry's website and intranet	Information updating	Information collation from divisions			
				Analysis & uploading			
			Develop on-line sawmill and treatment plant licensing	Consultation with ITC and Ministry's IT unit			
				Development of Online Licensing System			
			Develop Harvesting online system	Consultation to divisional offices with ITC			
				Provide training to officers involved.			
		General servicing of conferencing units	Servicing of 6 interactive units (HQ Level)	<ul style="list-style-type: none"> General repair Software upgrade Replacement of faulty speakers 	1st Quarter		EDOS & DCS
		Govnet link Installation	Network cabling of Forestry office, Kadavu. Installation of Govnet access point for TITC	<ul style="list-style-type: none"> Consultation with ITC services Preparation of cabling/ installation materials Installation and Testing 	2nd Quarter		
		Forestry Information systems quarterly report	Network system support	Procurement of network peripherals Maintenance of network systems	4(Quarterly) Reports		DCS
	Output 12.2 Human Resource Management Information System	Contract, Leave Management and Performance assessment uploading for all staff	Employee contracts are uploaded into HRMIS system	All new contracts are uploaded on time	HRMIS fully operational by March 2022		DCS
			Employee leave details are uploaded into HRMIS system	Online leave application to be effective by December 2021			

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	Output 12.3 Forestry statistics updated regularly	Publication of statistics booklet by December 2021	Develop MOF statistics booklet	Collation and analysis of forest-related statistics Develop draft statistics booklet	1 Forestry Key statistics Booklet published	P1A2	DCS
		Monthly statistics report compiled	Monthly compilation of production and trade reports	<ul style="list-style-type: none"> Collect & analyse production data from Divisions and FPL & FHCL and produce monthly report Collect & analyse trade data from TUD office and produce monthly report 	Monthly statistics brief to management		
	Output: 12.4 Support for Executive team	Papers and statements submitted before deadlines	Develop Ministerial statements and responses, and Cabinet papers	<ul style="list-style-type: none"> Collect information Draft statements, questions and responses Submit for PS endorsement 	15 Parliament Statements & Responses Total of 24 Cabinet papers submitted	P1A1	CF
		HOD briefs submitted regularly	Compilation of weekly HOD briefs	<ul style="list-style-type: none"> Collation of information Compilation of brief and executive summary 	40 HOD briefs and executive summary submitted	P1A2	DCS
	Output 12.5 Forestry GIS & Remote Sensing technology research & develop	Utilisation of new GIS & RS in forestry sector	Acquisition, training, adaptation & utilisation of new technology for forest resource assessment & monitoring, reporting & verification	<ul style="list-style-type: none"> Adaptation of latest technology Annual subscription of relevant software Updating of Dynamic Maps, dashboards & other data visualisation tools 	<ul style="list-style-type: none"> All forestry data to be made readily accessible via online platforms Quarterly progress reports 	P2A2 40,000	EDRD
		MoF Drone Programme establishment by 2022	Drone Programme management plan development	<ul style="list-style-type: none"> Design integration of drones into MoF operations and surveys Development of Drone Operations SOPs 	Drone Programme Management Plan	P2A2	

Outcome	Output	Key Performance Indicators	2021-2022 Activities	2021-2022 Sub-Activities	2021-2022 Targets	2021-2022 Budget Allocation	Division / Officer Responsible
SP 3: CAPACITY BUILDING (MINISTRY & STAKEHOLDERS)							
Outcome 13: Enhance Planning and nt capability	Output 13.1 Ministry plan develop	All Ministry plans developed and adopted at the required time	Operational plan for 2021-2022	Review and finalise plan based on the allocated approved budget	1 Plan 2021-2022 printed by Sept 2021	P1A2	CF & DCS
			Develop draft operational plan for 2022-2023	Review operational plans in line with the strategic plan, national Development plan and aligned to current govt. priorities	1 draft OP developed		
	Output 13.1 Approve audited annual reports compiled and budget developed by July 2022	Annual Reports compiled & submitted by July 2022	Annual review	HOD annual review	2 Annual Reports	P1A2 & P2A1	CF & DCS
				Submission of divisional report			
				Compilation of Annual Report			
		2022-2023 Budget proposal developed by February 2022	Budget Process	HOD annual review meeting	2022-2023 bud- get submission	P1A2 & P2A1	CF & DCS
				Submission of divisional budget			
				Compilation of Ministry 2022-2023 budget			
	Output 13.2 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 for SDP & OP and online dashboard	2 M&E frame- work (SDP & OP)	P1A2v	CF & DCS
				M&E of plans & projects	4 Quarterly M&E reports Plans & projects		
				MOF quarterly review	4 quarterly reviews		
				Impact analysis report for all programmes/ projects	Impact analysis reports		
Outcome 14: Improve communications within the Ministry and between the Ministry and stakeholders	Output 14.1 Communication plan/ media strategy develop	Communication Plan/media strategy developed by 2021	Consultations conducted Internally	Consultations conducted internally	1 Communicati on Plan/media strategy	P1A1 & P2A1	CF
			Develop plan & strategy	Develop plan & strategy			
			publish and disseminate for awareness	Publish and disseminate for awareness			



Notes



Comments and enquiries should be directed to:
Mr Pene Baleinabuli
Permanent Secretary for Forestry
Ministry of Forestry
Level 3 Takayawa Building
Suva, Fiji

Telephone: (+679) 3301 611
Facsimile: (+679) 3318 692
Website: www.forestry.gov.fj