



# 5-Year & 20-Year NATIONAL DEVELOPMENT PLAN

*Transforming Fiji*



NOVEMBER 2017



# FOREWORD

5-Year and 20-Year National Development Plan

At no time in our history have Fijians held greater confidence in the direction of our nation or in the future we are working together to build. Our income levels are steadily increasing, we have moved up the ladder to become an upper middle-income country, and our living standards are the highest they have ever been, as Fijians enjoy the benefits of eight consecutive years of economic growth.

Our achievements have been driven by the establishment of a modern and inclusive Fijian Constitution, along with an unprecedented programme of administrative reforms across Government; substantial and consistent public investment in infrastructure, public utilities, education, health and social inclusion; and a concerted effort to position Fiji as the hub of economic activity and regional engagement in the Pacific. Fiji has also emerged as a respected advocate on some of the great challenges facing humanity, including climate change, sustainable development and the preservation of our oceans.

Fiji's National Development Plan (NDP), with the vision of "Transforming Fiji", maps out the way forward for Fiji and all Fijians to realise our full potential as a nation. For the first time, Fiji has both a 20-Year Development Plan (2017-2036) and a comprehensive 5-Year Development Plan (2017-2021). These plans work together, as the 5-Year Development Plan provides a detailed action agenda with specific targets and policies that are aligned to the long-term transformational 20-Year Development Plan.

This forward-looking NDP is the outcome of a nationwide consultation process that involved the private sector, civil society, community groups, government and the general public. It reflects the aspirations of the Fijian people, and their Government's commitment to deliver on these goals.

Inclusive socio-economic development is at the heart of this NDP, and the strategies within are ultimately designed to empower every Fijian and widen the reach of programmes, services and networks of infrastructure to transform Fiji for every Fijian.

The NDP is aligned with global commitments including the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change. Consistent with the goal of the Paris Agreement to achieve climate neutrality and a low-emission world, we will develop a 2050 Pathway to decarbonise the Fijian economy.

The integrated nature of development and the need for multi-sectoral solutions are recognised and addressed. Critical cross-cutting issues such as climate change, green growth, the environment, gender equality, disability and governance are mainstreamed in the NDP.

Progress of the NDP will be monitored to help keep implementation on track and ensure our collective vision is realised.

We thank all Fijians for their input and suggestions in taking our country forward.



**Honourable Aiyaz Sayed-Khaiyum**  
Attorney-General and Minister for Economy





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5-Year and 20-Year National Development Plan

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# **20-Year** Development Plan 2017-2036



## 1.0 TWENTY YEAR DEVELOPMENT PLAN 2017-2036

Fiji has huge potential that is yet to be fully realised. We are at a point of strength with a rapidly expanding economy, improving infrastructure and institutions, a large number of young people, growing digital connectivity, a stronger standing in the international arena, and continuing inherent geographical and environmental advantages. These positive developments and advantages provide a sound platform for future prosperity. The Plan builds upon these strengths and enablers to expand the development frontier to further transform Fiji.

The 20-Year Development Plan provides the forward-looking vision for “Transforming Fiji” towards an even more progressive, vibrant and inclusive society. It outlines a framework that encompasses strategic policy manoeuvres, new approaches to development and the aspirations of all Fijians.

The Plan consists of two prongs or approaches, which are designated as: “Inclusive Socio-economic Development” and “Transformational Strategic Thrusts”. These prongs are mutually inclusive and reinforcing.

◦ **Inclusive Socio-economic Development-** will ensure that all socio economic rights in the Constitution are realised. Inclusivity will be at the centre of growth and development, and the benefits of prosperity will be spread as widely as possible to improve the social well-being of all Fijians. No one will be left behind regardless of geographical location, gender, ethnicity, physical and intellectual capability and social and economic status.

◦ **Transformational Strategic Thrusts-** are game changing forward-looking policy shifts to expand our development frontier and support the vision of transforming Fiji. New and emerging growth sectors will be nurtured, connectivity within and to the outside world will be improved, new technologies will be embraced, productivity will be maximised, human capital development will be accelerated and green growth will be a key guiding principle in the implementation of this Plan.

### 1.1 Inclusive Socio-economic Development

Inclusive socio-economic development is essential to further improve the living standards of Fijians. Sustained economic expansion supported by private sector investment and trade and the enhanced provision of social services and public goods will be paramount. Macroeconomic and fiscal stability will be maintained. A wide range of sector policies and programmes have been identified with detailed plans for implementation to achieve these goals and targets. Successful implementation

of the overall strategy will support the realisation of the Sustainable Development Goals (SDGs).

#### • **Fourfold Increase in GDP per Person**

Fiji has graduated to the group of upper middle-income countries. Our current per capita income stands at around \$10,000. Based on current economic performance, economic outlook and projected population growth, Fiji is likely to achieve a fourfold increase in per capita income by 2036. This is consistent with a sustained annual real GDP growth averaging 4 to 5 percent, investment levels of 25 percent of GDP and an inflation target of 2 to 3 percent.

A fourfold increase in per capita income over the next 20 years will raise Fiji up the international development ladder and lead to tangible improvements in the lives of all Fijians. Effectively implementing the transformational strategic thrusts will be critical to realising these gains. The Fijian Government is fully committed to delivering this overall objective and to achieving inclusive growth and development.

#### • **Government Debt to be Reduced to 35 Percent of GDP**

With more than fourfold growth in nominal GDP expected, government debt will be reduced to 35 percent of GDP over the next 20 years. This commitment will be achieved through an expansion in the overall size of the economy resulting from transformational shifts rather than by constraining the development budgets of government.

With the rapid expansion in the economy, rising government revenues will create more fiscal space for the required future public expenditure. Nominal GDP is expected to grow twice as fast as the nominal debt. This will support both overall development and financial sustainability.

#### • **Reducing Unemployment Rate to Below 4 Percent**

With sustained economic expansion and the implementation of new job creation policies, the unemployment rate will be reduced to below 4 percent. All Fijians will be empowered with education and skill sets so that they may be easily absorbed into the workforce. A key focus will be on skills development and turning job seekers into job creators. With the establishment of the Micro, Small and Medium Enterprise (MSME) Council and Central Coordinating Agency, greater support and incentives will be provided to small and medium enterprises. New growth sectors with high labour-absorption capacity will be nurtured and expanded. Seasonal employment opportunities overseas will also be effectively utilised.

#### • **Eradicating Poverty**

With the rapid economic and social development over

the last decade, poverty is now on a declining trend. A new measure of poverty that incorporates relevant and measurable social determinants will be developed to help guide improvements to service delivery. Extreme poverty and hardship will be eradicated, and well-being improved for all. This will be addressed through a multi-sectoral approach, sustainable growth and better access to social services. Targeted social protection will continue to be provided for the vulnerable through new initiatives to empower Fijians so that they may graduate out of poverty.

### • 100 Percent Access to Clean and Safe Water and Proper Sanitation

Every Fijian has a right to clean and safe water in adequate quantities. For the urban areas, 100 percent access to clean and safe water will be realised by 2021 and for the rural and maritime areas by 2030.

Resources will be allocated for sustained maintenance and construction of new water treatment plants, reservoirs and reticulation systems, rural water schemes, development of groundwater sources, setting up desalination plants in the maritime region, and distribution of water tanks in rural areas. To support low-income households, the free water programme will continue.

To meet the long-term demand, new dam sites including Sovi river catchment, upper Waimanu River and Waibogi in the upper reaches of Navua River have been identified. Other potential sites in the Western and Northern divisions will be identified in the future, and feasibility studies will be undertaken for new dam development. Consideration will be given to joint development of both water supply and hydro-power.

Innovative technologies will be adopted for industrial recycling, rainwater harvesting and storage, storm water and aquifer management and use of renewable energy for desalination plants. Building climate resilient water infrastructure will be a key aspect of all new projects. Leak reduction programmes will continue so that piped-water losses are significantly reduced, and other water conservation initiatives will be pursued.



To build resilience to climate change, adaptation measures will be implemented to protect freshwater aquifers from saltwater intrusion. Public awareness and education on water conservation and management will be increased to support adaptation to changes in seasonal rainfall patterns that may occur due to climate change.

To ensure improved sanitation, 70 percent of the population will have access to centralised sewerage systems within the next 20 years. Public sewerage treatment systems will be built and expanded in all urban centres. Sustainable and viable sewerage and sanitation options will also be explored for rural areas. Ensuring that every Fijian household is connected to a proper sewerage treatment system is a key priority.

### • Electricity for All

Ninety percent of the population currently has access to electricity. Electrification projects in the rural and maritime areas will be expedited to ensure that the entire population has access to electricity by 2021.



Further grid extensions will be undertaken in Viti Levu, Vanua Levu, Ovalau and Taveuni. Government will continue to fully fund rural electrification projects, including connections for households near the grid lines. For the rural and outer islands, decentralised renewable energy sources such as solar, mini hydro, hybrid biofuel/diesel operated generators and wind systems will be adopted where feasible.

Electricity generation from renewable energy sources will be increased to 100 percent by 2036. Apart from the ongoing hydro projects such as the Qaliwana/Upper Wailoa Diversion Hydro Project and Lower Ba Hydro Project, new areas will be identified for feasibility studies. Other renewable energy sources such as wind, solar, biomass, geothermal and wave and tidal energy will be developed where they are viable and affordable.

Future electricity infrastructure projects will be climate-resilient, and opportunities for underground cables for electricity distribution will be explored and adopted where feasible. Carbon credits under the Clean Development Mechanism (CDM) will be employed as part of the financing arrangements. Other sources of climate finance will also be accessed.



Independent power producers of both small- and large-scale electricity production will be supported with fair pricing for sale of electricity. The ongoing regulatory reforms in the electricity sector with the partial divestment of FEA will promote private sector participation and raise efficiency and service delivery.

### • Provision of Affordable Housing

All households will have access to affordable housing through the construction of new housing units. Ensuring that more land is made available for home construction will help increase the supply of housing. Government will encourage both public and private investments in the provision of housing units with strata titles.

Investment in the establishment of “vertical villages” will be supported to accommodate a more diverse group of Fijians, that is, with differing incomes, cultural and occupational backgrounds and family sizes. This diversity will help improve the marketability of public housing units with strata titles.

The Housing Authority and Public Rental Board will ensure that more land is developed for residential lots and more affordable and accessible housing is provided. Private sector investments in residential lot developments will be supported and incentivised.

Government will continue to support landowners to develop residential lots on iTaukei land. This will increase the availability of housing lots and at the same time ensure profit making opportunities for landowners.

Government financial support for new home construction and purchase of first homes will be maintained.

Informal settlements will continue to be upgraded and leases granted to those on state land. Leases will also be granted to informal settlements on iTaukei land with the consent of landowners. Income-generating projects to support the creation of sustainable livelihoods will continue in economically depressed rural areas.

Future public housing will be designed to cater for people with disabilities and special needs. Building standards will also be uplifted to withstand natural disasters.

To assist those households whose homes are destroyed in natural disasters and by fire, government will set up a contingency fund and explore opportunities for disaster insurance schemes with bilateral development partners and multilateral financial institutions. This is critical given Fiji's vulnerability to climate change and natural disasters.

### • Universal Access to Quality Education

Universal access to education at all levels will be maintained with a focus on improving the quality of education. This will increase the supply of well-trained, world-class professionals who are equipped for job opportunities in the global market.



Investments will be undertaken to improve existing and new education facilities, purchase new equipment and materials, embrace digital learning and improve teacher performance. Teacher-to-student ratios will be improved and maintained, with more hiring and in-service teacher training to improve teaching quality.

Government will continue with the free education initiative through per capita grants to schools. Initiatives such as the bus-fare and boat-fare subsidies, free textbooks and other financial assistance will continue to ensure that no one is deprived of quality education.

Early childhood education (ECE) will be improved, and ECE centres will be attached to all primary schools around Fiji. The curriculum for primary and secondary schools will be reviewed to support national integration and prepare Fijians for a transformed Fiji, to accommodate creative and active learning and to develop entrepreneurial skills, learning by doing, and effective peer learning. This holistic approach will incorporate enhanced parental engagement to support learning.

Tertiary education will be further improved to focus on current and future needs, including the future demands of the labour market. Technical and vocational training for lifelong learning will continue with the establishment of more technical colleges. This will assist in the creation of technical skills needed by all sectors of the economy.

The education system will be made more inclusive by establishing facilities to accommodate children with disabilities and special needs.

### • High Quality Healthcare System

In the next 20 years, medical services will be raised to international standards with a major focus on tertiary health care and overall medical service delivery.

Investments will be made to reduce patient waiting time, improve hospital services, increase the number of beds, improve ambulance services and raise the doctor-to-patient ratio to 1 doctor per 1,000 people. Government will continue with the free medicine scheme to assist low-income households.

Investments in the construction of new hospitals, health centres and nursing stations will continue. Inventory management will be improved, and other opportunities will be explored to ensure that drugs and consumables are available at all times. New and modern equipment will be made readily available.

The government is exploring options to engage strategic partners in the management and operation of certain public hospitals to improve their service delivery.



Incentives are already in place to attract private sector investment in tertiary health care. A major focus moving forward will be to ensure that Fijians can take advantage of specialised tertiary care in Fiji rather than having to pay high medical bills overseas. Tertiary health care services have the potential to become an important growth sector and revenue earner and assist Fiji to become the health hub of the South Pacific.

More emphasis will be placed on preventive health care by promoting healthy eating habits, physical activity and other lifestyle changes to reduce Non-Communicable Diseases (NCDs).

#### • Food and Nutrition Security

Food and nutrition security will be improved by ensuring increased local production, raising farm efficiency and productivity, and developing more effective distribution systems. Agriculture and fisheries programmes will be enhanced, and local produce made available to all Fijians.

New technology, mechanisation and better production practices will be adopted. Market linkages will be improved. Large-scale production will be encouraged and supported to achieve greater economies of scale.

Organic farming will be promoted, and production of traditional crops and niche agricultural and fisheries products will be pursued. Production will be made more climate-resilient and environmentally sustainable. To adapt to climate change, increased funding will be directed towards agriculture research into crop varieties that can be more resilient to expected changes in weather patterns. In addition, extension training will evolve to ensure that farming practices adapt to changes due to climate change.

#### • Women in Development

Women will be empowered, allowing them opportunities for greater participation in leadership and decision-making across all sectors. Police and the courts will appropriately attend to gender-based violence in all its forms. Such is the confidence in these initiatives that 100 percent reporting of these crimes is expected. The law and justice system that protects the public and deters crime will be functional and responsive.

Gender inequality and discrimination will be eliminated, providing women with greater choice and freedom for their participation in the family and society. Women's access to education will be supported, as will their desires for fulfilling employment and career advancement.

Women who choose to have children will be adequately remunerated for paid work and will be able to continue to advance their careers if that is their wish. It is expected that home duties in caring for children and household work will be shared by the spouse or partner.

Support for women's health and decisions regarding family planning and sexual and reproductive health will be shared and respected. Access to health and other social services will be improved and available as required. Women will be included and consulted in all planning for future development projects, and their input will be translated into tangible project outcomes. This includes adaptation planning at the community level, where women can be key agents to change unsustainable production and consumption practices within the family and community.

Response to Gender Based Violence (GBV) continues to be a strong focus of government policy and programmes. GBV service delivery protocols will ensure that the health sector provides strong support to victims.

#### • Protecting Culture, Heritage and Natural Environment

Fiji has a rich cultural diversity and heritage that will be protected and promoted. Our language, food, festivals, rituals, arts and traditions, which hold essential intrinsic value, will be preserved.

Local culture and heritage will be promoted as part of our vibrant tourism industry. Intellectual property rights for protection of traditional knowledge will be developed and strengthened. There will be an increased focus on proper management of our forests, mangroves and coral reefs because of the complex natural biodiversity that these systems support. These natural systems are critical for food and nutrition security, sustaining endemic flora and fauna, and maintaining the natural balance in nature.

Our pristine natural environment will be protected, and the economy will be made more climate-resilient.

## • National Security

Government will ensure a safe, secure and stable Fiji guided by the National Security Strategy. The rule of law will be upheld and the Constitution will be protected.

Adequate resources will be allocated to prevent and appropriately respond to domestic and transnational crimes, border security and access to justice. Responsive security forces and police, together with an adapting legislative and policy framework, will support a strong approach to the administration of justice and maintenance of the rule of law.

Fiji will also continue its role in UN Peacekeeping missions.



## 1.2 Transformational Strategic Thrusts

Given our geographical location, economic prospects, ongoing infrastructure development and strong institutions, Fiji is well positioned to become the modern regional hub of the South Pacific.

### • Nurturing New and Emerging Growth Sectors

The Fijian economy has evolved over time with a more diversified and broad economic base. Moving forward, new growth sectors will be nurtured to enable the economy to thrive and create more jobs. Existing sectors will be expanded and modernised. Large-scale commercialisation will be pursued together with Small and Medium Enterprise (SME) development.

Development of niche products and services for export will be pursued. This includes organic agricultural produce, agro-processing, premium-quality garments, increasing the range of tourism products (sports tourism, cruise tourism, wedding tourism, retirement villages, medical tourism and conference tourism), filmmaking, regional communications and transport services, and many other new sector initiatives.

Value addition will be further developed in resource-based sectors such as forestry, fisheries and agriculture to support new manufacturing industries. Ecotourism to promote our unique flora and fauna, cultural diversity and adventure tourism such as whale and dolphin watching will be

developed.

Promotion of traditional handicrafts, natural body products, local ceramic ware, and exotic herbs and spices will be nurtured and expanded, offering more opportunities for women to use their traditional skills to expand opportunities for economic empowerment.

To support development of sports tourism, investments in new sporting facilities built to international standards will be prioritised together with increased accommodation capacity. Fiji will continue to position itself to host international sporting events such as the Pacific Games, Commonwealth Games, International Rugby Sevens, Super 15 rugby matches, golf tournaments and other sports.

Developing ICT and improving prospects for the audio-visual industry and film-making will be achieved in partnership with the private sector. This will include the development of large production studios, enhanced availability of specialised equipment and nurturing of local talent. Service sectors such as financial services and insurance will be expanded, and new manufacturing sectors will be supported.

The business climate, including administrative and regulatory processes, will be further improved to facilitate private sector investment, including enticing more foreign investment. Government will provide the necessary infrastructure and enabling services. Marketing will play a crucial part in developing these sectors. Options will be explored for regional marketing in areas like tourism.

Government, together with the Micro, Small and Medium Enterprise (MSME) Council, will continue to support and incentivise MSMEs and thereby create more jobs and encourage inclusive growth. Training, mentoring, access to finance and advisory services will be enhanced to harness the true potential of the MSME sector. The secured transactions framework to allow use of movable property as collateral, and government's MSME financing and credit guarantee scheme, will improve financing and growth of MSMEs. Access to markets through improvements in infrastructure and marketing services will be developed.

National branding campaigns such as the Fijian Made and Buy Fijian initiatives will be further enhanced.

### • Improving Transport and Digital Connectivity

Greater connectivity is central to transforming Fiji. Transportation networks within the country and connectivity to the outside world will be enhanced. We will also continue to modernise Fiji's air, maritime and land transport networks and weather recording, forecasting and reporting services to meet our long term needs and aspirations. Apart from transport connectivity, there will be a major focus on digital connectivity. All this will support human capital development, commerce and trade.





## ROAD TRANSPORTATION

Investment in road infrastructure is essential for future growth. Modernising our road infrastructure will continue to support strong economic expansion, rising income levels, the increase in urban population and the growth in agriculture and industries.

New roads will be developed and existing ones improved. More road expansions, including four-lane projects, will be undertaken. Current four-lane projects such as Nausori airport to Suva and Nadi airport to Denarau will be completed by 2018. Government will embark on major projects to seal a large portion of the existing gravel roads over the next 20 years.

Where practical, consideration will be given to diverting roads inland to open up land for social and economic development.

Installation of streetlights in all major urban centres and peri-urban areas and in front of villages and settlements along the Queens and Kings Roads will continue. This will also be expanded to Vanua Levu. Apart from improving aesthetics and road safety, this will encourage development of MSMEs such as roadside stalls and help with employment and income generation.

New footpaths will be constructed across populated areas, major cities and towns to make roads safer for pedestrians and drivers.

Traffic lights will be installed at critical junctions where there are high traffic flows. This will assist in managing traffic congestion and improve safety. To accommodate the rising number of vehicles, investments in larger car parks and the expansion of bus bays on high-traffic roads will be facilitated. Private sector partnerships will be essential in pursuing some of these initiatives.

Investment in upgrading our bridges and constructing new ones will continue. This will include development of access roads to connect farming areas to markets.

Road transportation will be made more energy-efficient and environmentally friendly. Better emission and fuel standards will be adopted. Government will support importation and use of fuel-efficient hybrid and electric vehicles to reduce fuel importation and protect the

environment.

## AIR CONNECTIVITY

International and domestic airports will be modernised and upgraded to international standards. This has already commenced with the modernisation of the Nadi International Airport, which involves the upgrading of the terminal, widening of the runway, pavement rehabilitation and construction of new aprons and parking areas.

To meet the demand for increasing visitor arrivals, a second terminal will be developed, and to improve service for passengers flying to other destinations in Fiji, the domestic terminal at the Nadi International Airport will be upgraded. A new international airport will be developed in Vanua Levu, and the Nausori International Airport will be revamped and expanded.

Fiji Airways will continue to renew and expand its fleet with leasing of new aircrafts. New air connections will be explored and new routes developed. This will be aligned to our plans for the expansion of new tourist source markets, including attracting visitors from emerging regions such as Southeast Asia and North and South America.

Domestic air services will be enhanced to support the growth in the tourism industry and more-efficient mobility of all passengers within the country. Major upgrading works will be undertaken at domestic airports and airstrips over the next 20 years.

## PORT SERVICES AND INTER-ISLAND NETWORK

Government will work in partnership with strategic partners to make our ports more efficient and modern. Port infrastructure will continue to be modernised, and services will be improved further to facilitate trade and commerce. Modern technology, efficient cargo-handling machinery and international best practices will be adopted to enhance Fiji's position as the hub of the Pacific.

A Ports Master Plan is being prepared to guide the long-term development of our ports.

Options are being explored for the establishment of a new port in Valaga Bay in Vanua Levu. Feasibility studies will be undertaken to identify other new sites for future port development including Natovi jetty. Investments in modern slipways, the revival of the shipbuilding and maintenance industry will be pursued.

Government is exploring the possibility of upgrading and expanding the current Suva wharf facility to cater for future cargo and passenger demand. Upgrade works at a number of outer island ports will also be undertaken.

The inter-island sea-transport network is critical for Fijians living in the maritime islands. Shipping services will be improved to ensure reliability, safety, efficiency and affordability of ferry services. Government will continue

to subsidise uneconomical sea routes to ensure that shipping services are provided on a regular basis to these regions. This will support transportation, commerce and income-generating opportunities in the maritime region.

### DIGITAL CONNECTIVITY

Digital connectivity through high-speed internet networks and broadband access will be improved, and all areas of Fiji will be digitally connected.

Competition will be enhanced in broadband internet services by making communication infrastructure available to multiple users under reasonable terms and conditions. Fibre optic connectivity between Viti Levu and Vanua Levu will be established, and the fibre optic ring around Viti Levu will be completed.

All utility providers will cooperate in laying fibre optic cable conduits and chambers when undertaking trenching works during road construction or maintenance.

Government will expand existing telecentres and establish new ones around the country. Digital literacy will be improved. Such improved connectivity will provide employment opportunities for all Fijians living in rural and remote communities, and more employment in IT support services will be realised. These developments will create a more conducive environment for commerce and development, including attracting new sources of investment and growth.



### • Skill Development and Demographic Dividend

Fiji has a great opportunity to exploit its demographic dividend. With 62 percent of the population below the age of 34, we are a young nation. The continued investment in education and skill development with an increasing working age population will not only provide a valuable pool of human resources for Fiji's future development needs but also help turn job seekers into job creators.

Government will work closely with industry, tertiary education institutions and development partners to prepare a workforce of highly skilled Fijians in line with future industry demand, in particular for the new growth sectors. Skills development in areas such as trades and craftsmanship, engineering and IT-related professions, health care services, hospitality and aged care, foreign languages, resource-based sector expertise, and education

and other services will be supported. The intelligence and capability of women will be further realised, and they will be encouraged to choose from a variety of occupations, many of which were previously the domain of men.

Initiatives will be introduced to promote the employment of Fijians with these new skills by both small and large-scale businesses. Support will be provided for youth entrepreneurship.

The development of professionalism in sports provides another opportunity for employment generation and to position Fiji as a source of world-class athletes. Government will continue to invest in the potential of our youth to develop into world-class athletes and sports administrators. Sports complexes, rural sporting grounds and school sporting facilities will be improved and new ones constructed to international standards.

Talent will be identified and developed from an early age with world-class training and coaching through the National Academy of Sports. Assistance will continue to be provided to enable international coaches to be hired and thereby improve our competitiveness. Corporate sponsorship in sports will also be incentivised to encourage better partnerships in sports development.

### • Embracing Appropriate and New Technology for Productivity Improvement

Appropriate new technology will be adopted to raise overall efficiency and productivity and to improve service delivery across all sectors. Adoption of new technology will be supported in areas like transportation, renewable energy, manufacturing, agriculture, ICT, education and other service-related sectors. Innovation, research and implementation of new ideas will also be incentivised.

A facilitative environment will be created to assist the importation of new and modern technology. Government will explore options to provide the necessary infrastructure to embrace new technology. This will include installing chargers for electric vehicles across the country, supporting vehicle upgrades to accommodate better fuel standards and promoting technology transfer.

In the manufacturing sector, greater value-addition and investment in energy-efficient machinery and equipment will be incentivised. Government will support the increased use of cloud computing, 3D printing, inter-networking of smart devices and other emerging technologies to improve efficiency and productivity.

For agriculture, government will further explore mechanised land preparation and harvesting, modern seed-breeding methods, and hydroponic and greenhouse farming techniques to address the issues of poor soil fertility, declining farm productivity and intermittent local supply.

Service industries involved in the transportation of goods and passengers could benefit from greater government

investment in modern traffic management software and equipment, as well as dedicated bus and truck lanes. For the tourism industry, increased use of marketing automation, a stronger social media presence, use of smart-phone applications for customer bookings and enquiries, and investment in smart appliances will be promoted to improve service delivery.

All major government services will be placed online. E-Government platforms to speed up approvals processes, business registration, land use administration, taxation, and other services will be further streamlined.

ICT-based planning, budgeting and monitoring will be used in the public sector to improve work processes, productivity and service delivery. IT related skills will continue to be developed and retained.

### • **Building Vibrant Cities and Towns and a Stronger Rural Economy**

Development will be balanced to ensure the development of both a stronger rural economy and vibrant urban centres.

To create vibrant urban centres, existing city and town schemes will be reviewed, and new growth centres will be identified and developed. Urban areas will be further modernised with improved facilities and services. Transport infrastructure, housing development, law-and-order facilities, bus stands and fresh-food markets will be restructured and redeveloped where needed for improved convenience and better urban management. Disaster response within cities will be improved through better early warning systems, inter-agency coordination and enhanced disaster response capacities.

New towns and cities will be established, and town boundaries will be extended where necessary. Spatial plans and long-term miniature models will be developed to guide the future development of all urban centres.

Cities will be beautified with development of recreation facilities and parks, urban gardens and better zoning. Traffic management plans will be enhanced to ease traffic congestion.

Government is exploring options to decentralise some of its offices currently based in Suva to the Western and Northern divisions. This would involve private partnerships for investment in new buildings and facilities and other support for the future growth of these urban centres. Such investment will create the platform for more private-sector investment to follow and thereby ensure that urbanisation is spread more across the country.

Rural development will be prioritised with improvements in infrastructure and provision of adequate public utilities. Agriculture and other sectors will be supported to generate income opportunities for people in rural and maritime areas. The Ministry of Agriculture will create better linkages to enhance the marketing, promotion and value-

addition of local agricultural produce.

## Costing and Financing

The implementation of the entire plan is expected to inject over \$50 billion of government investment over the next 20 years. This includes both funding for capital expenditure and expenditure for provision of social services.

To finance this, government will mobilise its domestic revenues, both tax and non-tax, and access international financial resources, including funding from multilateral development partners. Self-funding of projects undertaken by State Owned Enterprises (SOEs) and municipal councils will complement funding from the central government.

Financing through private sector partnerships and climate finance will increasingly be a core source of financing.

## National Development Targets

Table 1 outlines the key national development targets for the next 20 years.





**Table 1: National Development Targets**

|                                                                                                   | 2015                   | 2021                   | 2026             | 2031  | 2036   |
|---------------------------------------------------------------------------------------------------|------------------------|------------------------|------------------|-------|--------|
| <b>Inclusive Socio-economic Development</b>                                                       |                        |                        |                  |       |        |
| Access to clean and safe water in adequate quantities (% of population) (SDG 6.1)                 | 78                     | 90                     | 95               | 100   | 100    |
| Access to clean and safe water in adequate quantities, rural (% of population) (SDG 6.1)          | 58                     | 85                     | 90               | 100   | 100    |
| Access to clean and safe water in adequate quantities, urban (% of population) (SDG 6.1)          | 98                     | 100                    | 100              | 100   | 100    |
| Access to central sewerage system (% of population) (SDG 6.2)                                     | 25                     | 40                     | 50               | 60    | 70     |
| Access to central sewerage system, urban (% of population) (SDG 6.2)                              | 25                     | 40                     | 50               | 60    | 70     |
| Access to central sewerage system, rural (% of population) (SDG 6.2)                              | 0                      | 40                     | 50               | 60    | 70     |
| Access to electricity (% of population) (SDG 7.1)                                                 | 90                     | 100                    | 100              | 100   | 100    |
| Percentage of population with primary reliance on wood fuels for cooking (%)                      | 18                     | 12                     | 6                | <1    | 0      |
| Energy intensity (consumption of imported fuel per unit of GDP in MJ/FJD) (SDG 7.3)               | 2.89                   | 2.86                   |                  | 2.73  |        |
| Energy intensity (power consumption per unit of GDP in kWh/FJD) (SDG 7.3)                         | 0.219                  | 0.215                  |                  | 0.209 |        |
| Renewable energy share in electricity generation (%) (SDG 7.2)                                    | 67                     | 81                     | 90               | 99    | 100    |
| Renewable energy share in total energy consumption (%) (SDG 7.2)                                  | 13                     | 18                     |                  | 25    |        |
| Increase home ownership (% of total households) <sup>1</sup> (SDG 11.1)                           | 43                     | 50                     | TBD <sup>2</sup> | TBD   | TBD    |
| Food sourced domestically compared to total food available (%)                                    | 32                     | 42                     | TBD              | TBD   | TBD    |
| Net enrolment rate for early childhood education (%) (SDG 4.2)                                    | 80                     | 95                     | 100              | 100   | 100    |
| Net enrolment rate for primary education (%) (SDG 4.1)                                            | 99                     | 100                    | 100              | 100   | 100    |
| Net enrolment rate for secondary education (%) (SDG 4.1)                                          | 82                     | 86                     | 90               | 90    | 90     |
| Perinatal mortality rate per 1,000 total births (SDG 3.2)                                         | 12.7                   | < 10.7                 | <10              | <9    | <8     |
| Infant mortality rate per 1,000 live births (SDG 3.2)                                             | 13.8                   | < 8                    | <8               | <7    | <6     |
| Under 5 mortality rate per 1,000 live births (SDG 3.2)                                            | 18                     | < 12                   | <10              | <8    | <6     |
| Average Life Expectancy at Birth (Years) Male                                                     | 67.1                   | 68.1                   | 68.9             | 69.7  | 70.5   |
| Average Life Expectancy at Birth (Years) Female                                                   | 71.9                   | 73.0                   | 73.9             | 74.8  | 76.0   |
| Premature mortality due to NCDs (< age 70 years) (%) (SDG 3.4)                                    | 68.2                   | 49.7                   | 34.9             | 20    | <20    |
| Doctors per 1,000 population                                                                      | 0.7                    | 1                      | 1                | 1     | 1      |
| Incidence of Poverty, National (%) (SDG 1.2)                                                      | 28.4 <sup>3</sup>      | 25                     | 20               | 14    | 10     |
| Incidence of Poverty, Rural (%) (SDG 1.2)                                                         | 36.3                   | 35                     | 32               | 18    | 10     |
| Incidence of Poverty, Urban (%) (SDG 1.2)                                                         | 20.8                   | 15                     | 13               | 10    | 5      |
| Gini Coefficient (0 – 1) (SDG 1.2)                                                                | 0.32                   |                        |                  | 0.16  |        |
| <b>Transformational Strategic Thrusts</b>                                                         |                        |                        |                  |       |        |
| Container port traffic (tonnes)                                                                   | 1,755,670 <sup>4</sup> | 1,865,836 <sup>5</sup> | TBD              | TBD   | TBD    |
| Average GDP growth rate in period (%)                                                             | 3.6                    | 4-5                    | 4-5              | 4-5   | 4-5    |
| Income per capita (\$) (SDG 8.1)                                                                  | 10,617                 |                        | 21,233           |       | 42,466 |
| Investment (% of GDP) (SDG 17.3)                                                                  | 25                     | 25                     | 25               | 25    | 25     |
| Private Sector Investment (% of GDP) (SDG 17.3)                                                   | 20.9                   | >15                    | >15              | >15   | >15    |
| Public Debt (% of GDP)                                                                            | 48.7                   | 47.7                   | 45               | 40    | 35     |
| Unemployment Rate (%) (SDG 8.5)                                                                   | 6.2                    | 4                      | 4                | 4     | 4      |
| Merchandise trade (% of GDP)                                                                      | 68.1                   | 68.6                   | TBD              | TBD   | TBD    |
| Tourism earnings (% of GDP) (SDG 8.9)                                                             | 17                     | 20                     | TBD              | TBD   | TBD    |
| Increase in wired and wireless network coverage in Fiji (%) (SDG 9.c)                             | 95                     | 100                    | 100              | 100   | 100    |
| <b>Environment</b>                                                                                |                        |                        |                  |       |        |
| Reduction in Greenhouse gas emissions from 2013 baseline (NDC target) (%) <sup>6</sup> (SDG 13.2) |                        |                        |                  | 30    | TBD    |
| Establish MPAs targeting 30% of Fiji's marine areas (%) (SDG 14.2)                                | 1.8                    | 30                     |                  |       |        |
| Forest area under long term conservation (%) (SDG 15.1)                                           | 3                      | 5                      |                  |       | 16     |

GDP: Gross Domestic Product; MJ/FJD: Mega joules per FJD; kWh/FJD: Kilowatt hour per FJD; MPA: Marine Protected Area; NCDs: Non-Communicable Diseases; NDC: Nationally Determined Contribution for reduction in greenhouse gas emissions; SDG: Sustainable Development Goals; TBD: To be determined.

1. Fiji Bureau of Statistics, 2014, Household Listing Exercise Survey: This includes homes owned on freehold and leased State and iTaukei land.
2. TBD: To be determined
3. FBoS, 2014, Preliminary HIES Report 2013-2014, Suva, Fiji.
4. Source: MSAF: 2015 estimates
5. Source: MSAF: Based on estimated average tonnage from 2016-2018.
6. For the 30% reduction in carbon emissions by 2030, a 10% reduction will be achieved through implementation of the GGF for Fiji using available domestic resources with a further 20% reduction conditional on external funding.



# Strengths & Enabling Environment



## 2.0 STRENGTHS AND ENABLING ENVIRONMENT

Fiji has evolved over the years in terms of its demography, economic and social development, institutions and governance. The majority of our population are young, presenting a great opportunity for further development. Our economy has almost doubled in the last 10 years, with real per capita incomes rising every year. Trade flows have increased, and investment levels are also growing. Significant achievements have been made in social development.

Fiji's image has been transformed to that of a country of equal opportunities for all. Infrastructure is continually improving through substantial public sector investment. The business regulatory environment and the tax regime have been reformed to support commerce. Technological advancements have been made on many fronts, and the country is digitally connected.

### 2.1 Demography

Fiji's population was estimated at 865,611 in 2014 and is projected to exceed 1.1 million in the next 20 years. With around 62 percent of the population below the age of 34, we are a young nation. The rate of outward migration has steadily declined and further declines are anticipated based on current trends.

The population distribution is also changing. Urban population is rising, and 61 percent of the population is expected to live in urban areas in the next 20 years. While the majority of the urban population is between the ages of 15 and 44, rural population is dominated by the young under the age of 14 and the elderly aged 60 years and over. This offers both opportunities and challenges for the future.

The national census that will be conducted this year will provide more up-to-date population statistics and demographic structure.

### 2.2 Economic Development

#### GLOBAL ECONOMIC DEVELOPMENTS

As a small, open economy, Fiji has both benefited and at times has been negatively affected by global economic developments. However, despite the uncertainties in the global economy, Fiji can capitalise on a number of positive global developments. Oil prices have been low, although rising slowly recently. Fiji's major trading partners are performing relatively well. The prospects for Fiji's exports and visitor arrivals are promising, and there are new opportunities for offshore employment and growth in remittances. Changing global economic power and the rise of emerging economies also provide new opportunities that could be tapped.

#### DOMESTIC ECONOMY

Despite the frequent occurrence of natural disasters and external shocks, the Fijian economy has been quite resilient. Economic growth has been positive since 2009. This has been one of the longest periods of uninterrupted economic growth since independence. The average growth rate from 2011 to 2015 has been close to 4 percent.

Growth has been broad-based and spurred by record tourist arrivals, a booming construction industry, strong consumption, and rising manufacturing, finance and transportation sectors. Growth in the medium-term is also expected to be positive and strong. Total investment increased to an estimated 26 percent of GDP in 2015, driven largely by private sector investment. This trend is expected to continue and increase further.

Both exports and imports have increased over the years. While current account deficits have posed challenges for the balance of payments, positive financial flows have supported the strong increase in foreign reserves since 2009. Foreign reserves at the end of 2016 stood at \$1.92 billion, sufficient to cover 5.1 months of retained imports of goods and non-factor services. The healthy foreign reserves levels will support our future foreign exchange requirements, including requirements for the imports needed to undertake development projects.

Inflation has been moderating over the recent years, underpinned by lower prices of food, clothing and footwear, communication, and education. However, temporary spikes have been prevalent due to the impacts of natural disasters. The prevailing low and stable global food and fuel prices and reduction in the VAT rate have maintained inflation at acceptable levels.

#### MONETARY AND FISCAL POLICY

The Reserve Bank of Fiji (RBF) has kept monetary policy accommodative, with its twin objectives of adequate foreign reserves and low inflation safeguarded. This has augured well for maintaining sufficient liquidity in the system and keeping interest rates low. The RBF will continue to pursue monetary and exchange-rate policies in support of external balance, economic stability and growth over the medium-term.

Fiscal policy over the years has supported public investments, economic growth and social development. Capital expenditure as a proportion of total expenditure has been increased to over 40 percent. More resources have been channelled towards infrastructure, education, healthcare and provision of other social services to raise the living standards of all Fijians.

Government will continue to allocate adequate budgetary resources to key priority sectors that have the capacity to deliver better economic and social returns and support higher, broad-based, inclusive and sustainable economic growth.



The tax regime has been reformed to improve tax administration, strengthen compliance and maintain broad-based and low tax rates. Strengthening compliance, simplifying tax administration, and ensuring certainty and predictability are the key guiding principles of revenue policy.

Government debt as a percentage of GDP was reduced from 48.4 percent in 2014 to 47 percent in 2016. In line with the national targets, debt will be reduced to 35 percent of GDP in the next 20 years.

## 2.3 Social Development

Social development policies have focused on empowering Fijians to attain sustainable livelihoods. Development has been made more people-centred with provision of better healthcare, education, water and electricity and social safety nets to ensure higher living standards.

### EDUCATION

Fiji has a high literacy rate. This is supported by universal access to primary, secondary and tertiary education. Increased opportunities are being provided for technical and vocational training. This focus on education is supporting the development of a knowledge-based society that will result in positive ripples throughout the economy through improvements in efficiency and productivity, the rate of diffusion and adoption of technology, and research and innovation.

Over the past five years, government has increased investment in education at all levels through the free education initiative, bus fare assistance, free textbooks for primary and secondary education, and tertiary education scholarship and loan schemes.

### HEALTH

Significant progress has been made in increasing life expectancy, improving health outcomes in mothers and children, and reducing illness from communicable diseases. Life expectancy at birth stands at 70 years, a consistent improvement over the years. This increase can be attributed to improvements in public health, nutrition and medicine.

The maternal mortality rate (per 100,000 live births) has declined. Almost all births are now attended by skilled health professionals, indicative of the strength and efficiency of maternal and child health programs. The mortality rate for children under the age of five years has also significantly dropped, with marked reduction in infant mortality rates.

Improving access and quality of public health services remains a major priority, particularly in addressing non-communicable diseases and dealing effectively with the prevention and treatment of HIV/AIDS and tuberculosis.

### SOCIAL PROTECTION

Fiji's social welfare system continues to evolve to ensure that it is well targeted and provides support to vulnerable Fijians in need. Social protection programmes have been expanded from welfare allowances to support the living expenses of needy families, the elderly and disabled persons. In addition, targeted assistance is provided to support education, the health of pregnant women in rural areas, subsidies to access basic utilities, and access to essential medicine.



### HOUSING

There has been significant public investment to improve access to affordable housing. Government assistance is provided for the purchase and construction of new homes for first-home owners. Major squatter resettlement programmes and provision of leases for those on state land are continuing. Access to land and provision of utility services have been extended to informal settlements. More land development projects and provision of new residential blocks have also been undertaken, including funding support for iTaukei land development.

### GENDER EQUALITY

There has been a noticeable improvement in the female literacy rate over the last four decades. Indicators also show improvements in the labour force participation rate for females. Achieving gender equality in decision-making and income levels and eliminating violence against women in accordance with international conventions is crucial for sustainable development. Sex disaggregated data on the value of development programmes allows agencies to refine strategies for equitable distribution of resources.



Fiji has incorporated significant elements of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) into its laws and policies and is implementing the National Gender Policy and the Women's Plan of Action. Domestic violence legislation has been developed and utilised by the Fiji Police Force and courts as part of an overarching approach to bring down the amount of violence experienced by women and children.

Complementary to this is the establishment of a toll-free 24-hours' hotline to provide counselling and appropriate referral for survivors of GBV as well as to avenues for redress. These measures, backed by our vibrant NGOs, are leading the way in the region in best practice in service delivery for GBV victims and survivors.

#### DISABILITY

People with special needs comprise an estimated 1.4 percent of the total population. Fiji became a signatory to the International Convention on the Rights of Persons with Disabilities (CRPD) in 2010, and the right to basic services for persons with disabilities is enshrined in the Constitution. With increased awareness of the needs of people living with disabilities, the trend in new commercial developments and public infrastructure is towards being more inclusive in design and accessibility.



## 2.4 Structural Reforms

A number of structural reforms have been undertaken to reduce the cost of doing business, promote more efficient allocation of resources, provide more room for private sector development and provide policy space for the government's development agenda.

The broad structural reform areas include the regulatory environment for private sector development, trade, the financial sector, the labour market, land, public enterprises, the sugar industry, and goods markets.

#### REGULATORY ENVIRONMENT FOR PRIVATE SECTOR DEVELOPMENT

The regulatory environment for private-sector development has been improved through more effective administration of regulatory frameworks for land use, development control and building permissions. Tax administration has been made more business friendly,

yet effective. Incentives, and where necessary subsidies, have been provided to spur investment and meet basic needs, particularly in areas like renewable energy and infrastructure development, and to support growth in key economic sectors such as ICT, tourism, manufacturing and agriculture. These initiatives complement national branding initiatives like 'Fijian Made'.

Capacity to effectively resolve commercial disputes and civil cases has improved with efforts to ensure effective arbitration and mediation processes and improving registration and enforcement of copyright, trademarks and patents.

#### TRADE POLICY

Boosting productive capacity for exports has been a high priority for government. The National Trade Policy Framework provides the policy settings and institutional framework to address challenges such as market access, trade facilitation and export growth. Government has been undertaking tariff policy reviews consistent with its economic development aspirations and priorities.

#### FINANCIAL SECTOR

Fiji has a sound and well-managed financial system. In seeking to develop a robust and deep financial sector, the Financial Sector Development Plan 2016-2025 provides the necessary overarching policy direction. In the years ahead, reform initiatives will include: a diagnostic review of legislative and regulatory frameworks affecting the financial system, establishment of the National Switch, developing capital markets, streamlining and reducing the cost of overseas remittances, enhancing the competitiveness of non-bank financial institutions (NBFIs), implementing a Secured Transaction Framework and strengthening the MSME sector.

#### LABOUR MARKET

Reforms have been implemented to put in place a modern employment-relations regulatory framework that can protect the fundamental rights of all employees and also support inclusive private sector-led growth. Employment Relations (Amendment) Acts of 2015 and 2016 facilitate compliance with the Tripartite Agreement among government, Fiji Trades Union Congress and Fiji Commerce and Employers Federation. Under this Plan, the strategic focus for human resource development will be on building individual and institutional capacity in all sectors of the economy. Continuous efforts will be focused on improving Fiji's labour-market standards to meet accredited international best practices, including the fostering of a modern workforce encouraging increased participation from women and recognising the abilities of those from diverse groups. These reforms provide a platform for equality where both men and women can enjoy the benefits of employment and conditions conducive to productivity and prosperity for all.

## LAND REFORM

Reforms to improve access to land through the land-bank initiative have been implemented. The next area of focus is on the review of administrative processes, digitisation of land records and capacity-building to improve the efficiency and effectiveness of land-use administration.

## SUGARCANE INDUSTRY

Government will continue to support the sugar industry to sustain the livelihoods of the more-than 200,000 people who depend on it. Efforts will be geared towards increasing productive capacity, improving transportation, implementing a new cane-quality payment system and generating additional revenue. To raise sugarcane production, replanting on unused sugar cane leases, securing more lease renewals and mechanisation will be pursued.



## GOODS MARKET REFORM

An effective and well-functioning competition framework is an essential prerequisite for growth. Given the nature of business structures in Fiji, interventions to ensure competitive market behaviour in certain sectors will continue; however, progressive liberalisation (de-listing from the basket) will also be considered.

## CIVIL SERVICE

Government will continue with the reform of the civil service to ensure strong leadership and service delivery. Recruitment will be based on merit and equal opportunity, and high performers will be retained. Staff performance will be improved through better training and an improved work environment where effort and hard work are recognised and rewarded. Institutional reviews and job evaluation exercises are being undertaken and implemented beginning with new salary bands for the civil service. This will improve the work environment, improve work processes and bring greater accountability and transparency.

## FINANCIAL MANAGEMENT

Reforms to improve management of public finances will continue. Assessments of public expenditure and financial accountability have been undertaken to identify future areas of improvement and reform. The Financial Management Act is also being reviewed to align it with the Constitution and international best practices. For

financial reporting, government has adopted cash-basis International Public Sector Accounting Standards (IPSAS) and will move towards accrual accounting in the future. To facilitate this, the chart of accounts is under review, and the national asset register is being developed.

Government procurement systems and processes have been enhanced, and we will continue to build capacity to improve the efficiency, effectiveness and accountability of the public financial management systems.

## PUBLIC ENTERPRISES

Government had embarked on partial divestment of shares in a number of SOEs to encourage private sector partnerships and improve efficiency and service delivery. Moving forward, key sectors will be restructured to establish a multi-sector regulator for water, electricity and communications. Legislation governing public-private partnerships (PPPs) will be reviewed to support development of major national infrastructure, public utilities and other development projects.

## 2.5 Good Governance

The fundamentals for democratic and accountable governance set out under the Constitution are important enablers involving a commitment to free and fair elections, ensuring that the law applies equally to all, limiting corruption, allowing active participation in political, economic and social affairs, ensuring safe and secure communities and protecting the basic freedoms and human rights of all Fijians.

Government will be fully accountable to the people of Fiji through Parliament, and resources will be allocated to support a robust and effective parliamentary and committee system, ensuring scrutiny of public programmes and policies through open and informed debates on issues of national interest.

Resources have been allocated to independent commissions to enable the effective performance of their constitutional roles and responsibilities. This includes the Fiji Elections Office, where capacity will be maintained to support the effective conduct of future general elections. Reforms to the legislative framework for local government will be implemented to facilitate the conduct of municipal elections.

A whole-of-government approach, in partnership with civil society, is needed to support reforms to implement the recommendations agreed to under Fiji's 2nd Universal Periodic Review (UPR) in 2014.<sup>7</sup> This includes ratification of all human rights treaties and conventions by 2024. The Human Rights and Anti-discrimination Commission (HRADC) will be resourced to address all human rights complaints efficiently and effectively.

Effective administration and enforcement of standards of conduct for senior public officials and the Freedom of Information law are critical measures to ensure

7. 28th Session of UNHRC - Fiji's 2nd Universal Periodic Review (UPR). Other major commitments are the 2030 Agenda for Sustainable Development and SIDS Accelerated Modalities of Action (SAMOA) Pathway 2014



transparent and accountable governance.<sup>8</sup> Effective enforcement of the anti-corruption legal framework will be complemented by Corruption Prevention Risk Reduction (CPRR) Assessments for government ministries and departments and other stakeholders. It will also be supported by annual audits by the Office of the Auditor-General under the accountability framework to maintain the integrity of, and public confidence in, the government's systems.

The management of public records will be enhanced to ensure open and transparent government. This will include support for informed decision-making by improving statistical data-collection and analysis, including the national census, and the preservation of national archives.

## 2.6 Climate Change

Climate change has emerged as a major global challenge threatening biodiversity, livelihoods and human life. Small island developing states are already being adversely affected by the increased intensity and frequency of natural disasters, loss of productive farmland from salt-water intrusion, relocation of communities near coastal regions and substantial financial drain for mitigation and rehabilitation efforts.

The whole world faces catastrophic consequences if decisive and collective global action is not taken to reduce carbon emissions, build resilience and adapt to climate change. In this regard, Fiji has been given the opportunity to lead the negotiations on climate change at the COP 23 meeting in Bonn, Germany. The rulebook for practical implementation of the Paris Agreement will be a key agenda for this meeting.

Fiji was the first country to ratify the Paris Climate Change Agreement on 22 April, 2016, an Agreement dubbed as the world's greatest diplomatic success. The Agreement, hailed as "historic, durable and ambitious", generally aims to hold increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels. Consistent with this objective, Fiji's goal is to achieve net-zero global GHG emissions by 2050, which reflects the long-term goal of the Paris Agreement to achieve climate neutrality and a low-emission world in the second half of the century. Fiji has submitted near-term targets to address GHG emissions, called "nationally determined contributions" or NDCs, and will review and extend these targets every five years. Furthermore, Fiji will strive to formulate and communicate long-term greenhouse gas emission development strategies, in accordance with Article 4, paragraph 19, of the Paris Agreement, mindful of Article 2 of the Agreement taking into account its common but differentiated responsibilities and respective capabilities. As such, Fiji will develop by 2020, mid-century long-term low greenhouse gas emission development strategies, laying out a plan to deeply decarbonize the Fijian economy by 2050. A decarbonized Fiji will be a more attractive Fiji. Such an effort will be key towards eliminating poverty and supporting the achievement of the SDGs.

Fiji will continue its stewardship of climate change issues at the local, regional and global level with the plight of small island developing states at the centre of this concern. We will work together with other nations to access climate finance and explore innovative ways of mobilising public and private sector resources for adaptation and mitigation. This includes support for community-based adaptation planning.



8. Information Bill 2016 and Code of Conduct Bill 2016 – currently before Parliament.





# 5-Year Development Plan 2017-2021

### 3.0 FIVE YEAR DEVELOPMENT PLAN 2017-2021

The long-term national development plan, supported by Fiji's strengths and an enabling national environment, is translated into individual sector development plans to be implemented over the next 5 years.

The sector goals are set against an analysis of sector context, including challenges and opportunities to justify priority policies and strategies. The selected sector policies and strategies in turn help validate the priority development programmes to be implemented over the next 5 years. Policies and strategies and the corresponding programmes and targets are tabulated under each chapter.

The major programmes and projects are based on the development needs gathered from the nationwide consultations. Emphasis is placed on access to basic services for all Fijians such as water, electricity, housing, medical services and education. Government will concurrently undertake substantial investments to implement the transformational strategic thrusts identified under the long-term development plan.

#### 3.1 INCLUSIVE SOCIO-ECONOMIC DEVELOPMENT

The Constitution provides every Fijian with socio-economic and environmental rights. The realisation of these rights is critical for inclusive and sustainable development. This will empower every Fijian through provision of essential social services and other public goods.



##### 3.1.1 WATER AND SANITATION

***“Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household”***

The Constitution guarantees the right of every Fijian to clean and safe water in adequate quantities, and accessible and adequate sanitation facilities. Realising this entitlement will ensure improved living standards with

positive spill over benefits to the entire economy.

##### WATER

Currently, approximately 78 percent of Fiji's population has access to a treated and reticulated water supply. While in the urban centres 98 percent of the population has access, coverage in the rural areas needs to be expanded.

In the next 5 years, government will undertake major investments to cater for long-term water supply needs. Resources will be allocated for construction of new water treatment plants, reticulation systems and reservoirs to increase supply capacity. An aggressive leakage reduction programme to eliminate water loss will be pursued.

Regarding the development of potential new water sources, government—with assistance from the Asian Development Bank (ADB), Green Climate Fund (GCF) and European Investment Bank (EIB)—is embarking on the construction of a new, 40-megalitre treatment plant on the Rewa River to meet the increasing demand for water in the greater Suva and Nausori areas. The Water Authority of Fiji (WAF) is exploring options for other new dam sites such as at Waibogi in the upper reaches of Navua River and the upper Waimanu River as well as in the Western Division to meet the increasing demand in the Nadi-to-Lautoka corridor.

Investments will be made to renew existing water infrastructure, including pipeline replacement, construction and upgrade of water reticulation systems, electrical upgrades, valve replacements, reservoir upgrades and reducing non-revenue water.

Options for enhanced rainwater harvesting and storage, industrial recycling, storm water management, aquifer management and the use of renewable energy technologies for desalination plants in remote locations will be explored on a continuing basis and implemented where feasible. Government will provide rebates for rainwater harvesting systems.

The rural water supply programme will be augmented to provide access to clean water in rural areas and to meet the target of 85 percent of rural communities having access by 2021. Free water tanks will be distributed in the rural and maritime communities. For the remote island communities, groundwater sources will be developed and diesel-powered water-desalination plants will be provided.

Awareness and strategies for water conservation policies will be pursued to raise civic responsibility on the use of water and protection of water sources.

The free water initiative for households with combined household income of \$30,000 that are consuming less than 91,250 litres per year will also continue.

##### SANITATION

Around 71 percent of the population have access to improved sanitation, including 25 percent that have access to sewerage facilities. Sanitation services will be improved



in the next 5 years with investments to support migration from septic tanks to standardised treatment systems.

Forty percent of the population will be connected to the central sewerage system by 2021. Sewerage plants with larger treatment capacities and efficient technologies will be constructed in urban areas. To improve access to sanitation services in the rural and maritime areas,

government will construct smaller sewerage treatment plants.

With Fiji's increased risk and vulnerability to climate change, water and sewerage infrastructure will be made more climate-resilient, and freshwater resources will be protected from pollution and unsustainable use.

## Goal, Policies and Strategies

| <b>Goal: Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                        | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strengthen water policy planning and sustainable resource management.                                                  | <ul style="list-style-type: none"> <li>• Formulate and implement a National Water Resource Management and Sanitation Policy to govern the planning and development of water resources.</li> <li>• An integrated approach by the Water Authority of Fiji and Department of Water and Sewerage to develop a mechanism for detailed water resource monitoring and management in collaboration with Fiji Meteorological Services, Ministry of Waterways, FEA and other relevant agencies.</li> <li>• Better coordinate roles and responsibilities and improve management and sharing of data among various stakeholders, including Water Authority of Fiji, Department of Water and Sewerage and Ministry of Waterways.</li> <li>• Develop and adopt a policy framework for environmentally appropriate and sustainable commercial extraction of groundwater.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Expand access and work towards ensuring equity in the provision of water and sanitation services to all Fijians.       | <ul style="list-style-type: none"> <li>• Review existing policies, regulations, standards, incentives, legislation and processes governing the provision of water and sanitation services in order to improve quality of service and access.</li> <li>• Amend the relevant legislation (Public Health Act [Cap 111] and National Building Codes) to cater for installation of a basic rainwater harvesting system.</li> <li>• Introduce flexibility in the urban master plans to allow the extension of pipes to surrounding rural areas to facilitate access to the main urban treated water supply.</li> <li>• Continue to implement existing major programmes under Water Authority of Fiji.</li> <li>• Identify and sustainably develop new water sources.</li> <li>• Support community awareness of water conservation practices, civic responsibility on use of water resources, protection of traditional water sources as well as promotion of a blend of traditional and modern water conservation practices.</li> <li>• Promote aggressive leakage reduction programmes to eliminate water that is lost or unaccounted for in the system.</li> <li>• Rainwater harvesting to be made compulsory for car washing businesses (both new and existing businesses).</li> <li>• Provide incentives to encourage water saving behaviour and the utilisation and proper management of freshwater resources.</li> <li>• Augmented programme for rural water in rural and maritime areas, including distribution of free water tanks.</li> <li>• Continuation of the free water programme for low-income households.</li> <li>• Acquire and run desalination plants dedicated to supply water to islands where feasibility studies show there is no viable source of fresh water. The desalination systems could be powered by solar as well as diesel depending on cost-benefit analysis.</li> <li>• Rationalise environmental legislation surrounding sewerage discharge standards to balance affordability in compliance with short-term and long-term environmental and health effects with concentration on trade waste monitoring.</li> <li>• Implement necessary strategies to migrate from the use of individual septic tanks to standardised treatment systems.</li> <li>• Construct regional centralised sewerage plants with larger treatment capacities and efficient technologies.</li> <li>• Strengthen the institutional framework and enhance capacity in supplying basic sanitation facilities.</li> </ul> |
| Ensure long-term sustainability in the provision of freshwater resources and catchment security.                       | <ul style="list-style-type: none"> <li>• Implement Green Growth Framework for Fiji, in particular the Way Forward outlined in Thematic Area 6 on Freshwater Resources and Sanitation Management.</li> <li>• Water Authority of Fiji, Department of Water and Sewerage and Department of Energy to work with research institutions and academia to develop renewable energy based desalination technologies where financially and economically viable.</li> <li>• Develop education and awareness programmes on the management and use of water resources in order to assist users in becoming more efficient in water use.</li> <li>• Improve cost recovery.</li> <li>• Employ water catchment management to ensure the protection of Fiji's sustainable freshwater resources from risk of pollution and other contaminants and other catchment security.</li> <li>• Implement adaptation measures to protect freshwater aquifers from saltwater intrusion.</li> <li>• Develop water infrastructure that minimizes ecosystem impacts.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## Programmes and Projects

| PROGRAMME                                             | ANNUAL TARGET                                                                            |                                              |                                              |           |           | TOTAL OUTPUT EXPECTED                                            | LEAD AGENCY |
|-------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|-----------|-----------|------------------------------------------------------------------|-------------|
|                                                       | 2017-2018                                                                                | 2018-2019                                    | 2019-2020                                    | 2020-2021 | 2021-2022 |                                                                  |             |
| Regional Water Schemes                                |                                                                                          |                                              |                                              |           |           |                                                                  |             |
| Greater Suva Area (Lami/Suva/Nausori) Regional Scheme |                                                                                          |                                              |                                              |           |           |                                                                  |             |
| Rewa River Water Supply Scheme                        | Construction of:<br><br>40MLD treatment plant<br><br>10ML reservoir<br><br>26km pipeline |                                              |                                              |           |           | 40MLD treatment plant<br><br>10ML reservoir<br><br>26km pipeline | WAF         |
| Pipeline Replacement                                  |                                                                                          |                                              |                                              |           |           | 2.5km of pipeline completed                                      | WAF         |
| Construction of Waimanu Intake Weir                   | Intake weir constructed                                                                  |                                              |                                              |           |           | Construction of intake weir                                      | WAF         |
| Reticulation system gap                               | FS – Korovou to Rakiraki and WRS constructed between Nausori and Korovou                 | WRS constructed between Korovou and Rakiraki | WRS constructed between Korovou and Rakiraki |           |           | 2 FS completed<br><br>3 WRS completed                            | WAF         |
| Nadi/Lautoka Regional Scheme                          |                                                                                          |                                              |                                              |           |           |                                                                  |             |
| Reticulation system gap                               | WRS constructed between Sigatoka and Nadi and Lautoka and Ba                             |                                              |                                              |           |           | 1 FS completed<br><br>2 WRS completed                            | WAF         |
| Pipeline Replacement                                  | 7.3km of pipeline replaced                                                               |                                              |                                              |           |           | 24.2km of pipeline replaced                                      | WAF         |
| Sigatoka Regional Scheme                              |                                                                                          |                                              |                                              |           |           |                                                                  |             |
| Reticulation system gap                               | WRS constructed between Sigatoka and Deuba                                               |                                              |                                              |           |           | 1FS completed<br><br>1 WRS completed                             | WAF         |
| Ba Regional Scheme                                    |                                                                                          |                                              |                                              |           |           |                                                                  |             |
| Reticulation system gap                               | FS for Waikubukubu and Rabulu                                                            | WRS constructed for Waikubuku and Rabulu     |                                              |           |           | 1 FS completed<br><br>1 WRS completed                            | WAF         |
| Pipeline Replacement                                  | 0.6km of pipeline replaced                                                               |                                              |                                              |           |           | Replacement of 0.6km of pipeline                                 | WAF         |
| Navua Regional Scheme                                 | FS for Naboro to Naimelimeli                                                             |                                              |                                              |           |           | 1 FS completed                                                   | WAF         |



| PROGRAMME                                   | ANNUAL TARGET                                                                                                                              |                                   |           |           |           | TOTAL OUTPUT EXPECTED              | LEAD AGENCY |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|-----------|-----------|------------------------------------|-------------|
|                                             | 2017-2018                                                                                                                                  | 2018-2019                         | 2019-2020 | 2020-2021 | 2021-2022 |                                    |             |
| <b>Pacific Harbour (PH) Regional Scheme</b> | FS from Deuba to PH                                                                                                                        |                                   |           |           |           | 1 FS completed                     | WAF         |
| <b>Tavua/Vatukoula Regional Scheme</b>      | FS from Tavua to Vatukoula                                                                                                                 |                                   |           |           |           | 1 FS completed                     | WAF         |
| <b>Korovou Regional Scheme</b>              |                                                                                                                                            |                                   |           |           |           |                                    |             |
| Pipeline Replacement                        | 6.5km of pipeline replaced                                                                                                                 |                                   |           |           |           | Replacement of 6.5km of pipeline   | WAF         |
| Reticulation system gap                     | FS – Korovou to Rakiraki                                                                                                                   |                                   |           |           |           | 1 FS completed                     | WAF         |
| <b>Labasa Regional Scheme</b>               |                                                                                                                                            |                                   |           |           |           |                                    |             |
| Reticulation system gap                     | FS for Matani source                                                                                                                       | WRS constructed for Matani source |           |           |           | 1 FS completed<br>1 WRS completed  | WAF         |
| <b>Savusavu Regional Scheme</b>             | FS for new source                                                                                                                          |                                   |           |           |           | FS completed                       | WAF         |
| <b>Nabouwalu Regional Scheme</b>            | FS for new source                                                                                                                          |                                   |           |           |           | Master plan and FS completed       | WAF         |
| <b>Seaqaqa Regional Scheme</b>              | FS for new source                                                                                                                          |                                   |           |           |           | Master plan and FS completed       | WAF         |
| <b>Levuka Regional Scheme</b>               | FS for new source                                                                                                                          |                                   |           |           |           | Master plan and FS completed       | WAF         |
| <b>Taveuni Regional Scheme</b>              | 2,573m of pipeline constructed at Tavuki                                                                                                   |                                   |           |           |           | 2,573m of pipeline constructed     | WAF         |
| <b>Electrical Upgrade Programme</b>         | <ul style="list-style-type: none"> <li>Standby generators upgraded</li> <li>Switchboard upgraded</li> <li>Transformers replaced</li> </ul> |                                   |           |           |           | Electrical upgrade works completed | WAF         |
| <b>Boundary Valve Replacement Programme</b> | 161 Valves replaced: Central (66), Western (51) and Northern (44) Division                                                                 |                                   |           |           |           | 161 valves replaced                | WAF         |
| <b>Air Valves Replacement Programme</b>     | Air valves replaced                                                                                                                        |                                   |           |           |           |                                    | WAF         |
| <b>Reservoir Upgrading Programme</b>        | Tacirua East, Lolo-balavu, Buabua, Tauvegavega, Nadi and Lautoka Hospital and Votualevu reservoirs upgraded                                |                                   |           |           |           | 7 reservoirs upgraded              | WAF         |

| PROGRAMME                                                      | ANNUAL TARGET                                                                                                                                                                                                                                                                                                                      |                         |           |                       |           | TOTAL OUTPUT EXPECTED                   | LEAD AGENCY |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------|-----------------------|-----------|-----------------------------------------|-------------|
|                                                                | 2017-2018                                                                                                                                                                                                                                                                                                                          | 2018-2019               | 2019-2020 | 2020-2021             | 2021-2022 |                                         |             |
| Water Package Plant Programme                                  | 11 Water package plants constructed                                                                                                                                                                                                                                                                                                |                         |           |                       |           | Construction of 11 water package plants | WAF         |
| AC Pipeline Replacement (km)                                   | 100                                                                                                                                                                                                                                                                                                                                | 50                      | 50        | 50                    | 50        | 300km of AC pipeline replaced           | WAF         |
| GIS Water and Wastewater Programme                             | GIS data captured for all divisions                                                                                                                                                                                                                                                                                                |                         |           |                       |           | GIS completed                           | WAF         |
| Water Service Mains Extension Programme (km)                   | 36.0                                                                                                                                                                                                                                                                                                                               | 32.6                    | 31.6      | 27                    | 27        | 154.2km of mains extension              | WAF         |
| Water Reticulation System – Under Sized Mains Replacement (km) | 255.7                                                                                                                                                                                                                                                                                                                              | 112.8                   | 214.6     | 256.7                 |           | 839.8km of under sized mains replaced   | WAF         |
| Automation of Water and Wastewater System                      | System fully automated                                                                                                                                                                                                                                                                                                             |                         |           |                       |           |                                         | WAF         |
| Construction of New Water Treatment Plants (WTP)               | Deuba WTP completed by 2018<br>Savusavu WTP completed by 2018<br>Waiwai WTP completed by 2018<br>Nayagi WTP completed by 2019<br>Vunidawa WTP completed by 2019<br>Buabua WTP completed by 2019<br>Nabekavu WTP completed by 2019<br>Naboro WTP completed by 2020<br>Matovo WTP completed by 2020<br>Seaqaqa WTP completed by 2020 |                         |           |                       |           | 10 WTP constructed                      | WAF         |
| Regional Sewerage Schemes                                      |                                                                                                                                                                                                                                                                                                                                    |                         |           |                       |           |                                         |             |
| Greater Suva Area (Lami/Suva/ Nausori) Regional Scheme         | Master plan implemented                                                                                                                                                                                                                                                                                                            |                         |           |                       |           | Master plan implemented                 | WAF         |
| Nadi/Lautoka Regional Scheme                                   | Master plan completed                                                                                                                                                                                                                                                                                                              |                         |           |                       |           | Completion of Master plan               | WAF         |
| Sigatoka Regional Scheme                                       | Master plan completed                                                                                                                                                                                                                                                                                                              |                         |           |                       |           | Completion of Master plan               | WAF         |
| Ba Regional Scheme                                             | Master plan completed                                                                                                                                                                                                                                                                                                              |                         |           |                       |           | Completion of Master plan               | WAF         |
| Navua Regional Scheme                                          | Master plan completed                                                                                                                                                                                                                                                                                                              |                         |           |                       |           | Completion of Master plan               | WAF         |
| Pacific Harbour Regional Scheme                                | Master plan completed                                                                                                                                                                                                                                                                                                              |                         |           |                       |           | Completion of Master plan               | WAF         |
| Tavua/Vatukoula Regional Scheme                                | Master plan and FS completed                                                                                                                                                                                                                                                                                                       | Detail design completed |           | Construction to start |           | Upgrading works to start                | WAF         |

| PROGRAMME                                                       | ANNUAL TARGET                  |                         |                         |                       |                       | TOTAL OUTPUT EXPECTED                     | LEAD AGENCY               |
|-----------------------------------------------------------------|--------------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-------------------------------------------|---------------------------|
|                                                                 | 2017-2018                      | 2018-2019               | 2019-2020               | 2020-2021             | 2021-2022             |                                           |                           |
| Korovou Regional Scheme                                         | Master plan and FS completed   | Detail design completed |                         | Construction to start |                       | Upgrading works to start                  | WAF                       |
| Labasa Regional Scheme                                          | Master plan completed          |                         |                         |                       |                       | Completion of Master plan                 | WAF                       |
| Savusavu Regional Scheme                                        | Detail design completed        |                         | Plant constructed       |                       |                       | 1 plant constructed                       | WAF                       |
| Nabouwalu Regional Scheme                                       |                                |                         | FS completed            |                       |                       | FS completed                              | WAF                       |
| Seaqqa Regional Scheme                                          |                                |                         | FS completed            |                       |                       | FS completed                              | WAF                       |
| Levuka Regional Scheme                                          |                                | FS completed            | Detail design completed |                       | Construction to start | FS and detail design completed            | WAF                       |
| Trade Waste Programme                                           | Trade waste policy implemented |                         |                         |                       |                       | 100% implementation of trade waste policy | WAF/<br>DWS               |
| Wastewater System Extension Programme (km)                      | 60.8                           | 32.3                    | 29.0                    | 19.2                  |                       | Extension of 141.3km of wastewater system | WAF                       |
| Upgrading of Wastewater Treatment (WWT) Plant                   | 11 WWT Plants to be upgraded   |                         |                         |                       |                       | 11 WWT plant upgraded                     | WAF                       |
| Rural Water Supply Programme                                    |                                |                         |                         |                       |                       |                                           | WAF                       |
| Rural Water Supply Projects                                     | 179                            | 100                     | 100                     | 100                   | 100                   | 579 projects completed                    |                           |
| Rural Sewerage Treatment Plants                                 |                                | 12                      | 12                      | 12                    |                       | 36 Rural sewerage plants constructed      |                           |
| Rural to WAF Takeover Schemes                                   | 3                              |                         |                         |                       |                       | 3 schemes                                 |                           |
| Desalination Plants for Maritime Regions (No. of Plants)        | 2                              | 1                       | 1                       | 1                     |                       | 5 desalination plants                     | WAF                       |
| Formulation of Integrated Water Resource Management (IWRM) Plan | IWRM Plan completed            |                         |                         |                       |                       | 1 IWRM Plan                               | WAF, MoWa, DWS, FEA, MoEn |
| Develop Master plans for other growth areas                     | 1                              | 1                       | 1                       | 1                     | 1                     | 5                                         | WAF                       |
| Rainwater Harvesting System Rebates                             | 70% of the cost subsidized     |                         |                         |                       |                       |                                           | WAF                       |



| PROGRAMME                                                                                             | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCY |
|-------------------------------------------------------------------------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------------------|-------------|
|                                                                                                       | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |             |
| <b>Distribution of Free Water Tanks (5,) in Maritime/ Drought Stricken Areas (No. of water tanks)</b> | 1,600         |           |           |           |           | 1,600                 | WAF         |

MoEn: Ministry of Environment; DWS: Department of Water and Sewerage; FEA: Fiji Electricity Authority; FS: Feasibility Study; MoWa: Ministry of Waterways; ML: Megalitre; MLD: Megalitre per day; WAF: Water Authority of Fiji; WRS: Water Reticulation System

## Key Performance Indicators

| INDICATOR                                                                                         | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   |
|---------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Access to clean and safe drinking water in adequate quantities (% of population) (SDG 6.1)        | 78     | 80     | 82     | 85     | 87     | 90     | 92     |
| Access to clean and safe drinking water in adequate quantities, rural (% of population) (SDG 6.1) | 58     | 65     | 70     | 75     | 80     | 85     | 90     |
| Access to clean and safe drinking water in adequate quantities, urban (% of population) (SDG 6.1) | 98     | 99     |        |        | 100    |        |        |
| Access to central sewerage system (% of population) (SDG 6.2)                                     | 25     | 28     | 30     | 35     | 38     | 40     | 42     |
| Access to central sewerage system, urban (% of population) (SDG 6.2)                              | 25     | 28     | 30     | 35     | 38     | 40     | 42     |
| Access to central sewerage system, rural (% of population) (SDG 6.2)                              | 0      | 5      | 10     | 20     | 30     | 40     | 42     |
| Reduction in the amount of unaccounted water (leaks, theft, unmeasured, %)                        | 50     | 45     |        | 40     |        | 35     | 32     |
| Number of new meter connections                                                                   | 5,000  | 5,000  | 5,000  | 5,000  | 5,000  | 5,000  | 5,000  |
| Number of meters replaced                                                                         | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| New water treatment plants constructed (no.)                                                      |        | 2      | 2      | 2      | 2      | 2      | 2      |
| Number of water tanks distributed                                                                 | 0      | 2,000  | 1,600  |        |        |        |        |
| Number of rural water schemes implemented                                                         | 20     | 20     | 179    | 100    | 100    | 100    | 100    |

### 3.1.2 ENERGY

***“A resource-efficient, cost-effective and environmentally sustainable energy sector”***

#### ELECTRICITY

With substantial investments in electrification initiatives over the years, almost 90 percent of the population now has proper access to electricity. Lack of access in the unserved rural and maritime areas will be addressed over the next 5 years.

To achieve 10 percent electrification by 2021, grid extension programmes will be accelerated in Viti Levu, Vanua Levu, Ovalau and Taveuni. Government will continue with the policy to fully fund rural electrification projects.

Electricity from renewable sources will be increased further. Currently, over 60 percent of electricity generated is from renewable sources such as hydro, biomass, wind and solar energy. Over 50 MW of renewable energy generation capacity has been added in the last 10 years. Further investments in renewable energy will be undertaken to ensure that over 80 percent of all electricity is generated from renewable sources by 2021. Concessional financing and grants for these projects will continue to be accessed under climate finance funds together with carbon credits under the Clean Development Mechanism (CDM).

Three major hydro projects are currently being developed by the Fiji Electricity Authority (FEA). These are the Qaliwana Hydro Project, Upper Wailoa Diversion Hydro Project and Lower Ba Hydro Project. Future sites are being investigated, including the Upper Ba River, the Waivaka Hydropower Scheme in Namosi, and Wailevu River in Cakaudrove. Further detailed studies are required to confirm the viability of these sites for hydro projects.

The research and development of new and renewable energy technologies will continue. This includes further exploration of ocean energy, geothermal energy, wave energy and the generation of energy from waste. Decentralised renewable energy sources such as solar, mini-hydro, and wind systems will be used to electrify rural areas and maritime zones where feasible.

Contingency plans to address prolonged periods of dry weather have been put in place with installation of an additional 40 MW of diesel generators.

Independent Power Producers (IPP) are supplementing electricity production. To encourage further private sector participation in the electricity sector, partial divestment of FEA is underway. In developing an IPP framework to increase private sector generation of electricity from both renewable and non-renewable sources, government will ensure that a system of fair pricing and a transparent process are maintained.

Tax incentives aimed at investments in renewable energy technologies will continue. There are also opportunities for the private sector and households to invest in small-scale renewable systems that will be supported by government.

FEA will also explore the possibility of adopting smart grid technologies, allowing for greater customer participation in managing demand. Electricity conservation and efficient technology to support energy saving will be promoted.

The codes and standards for buildings and industry will be updated to require mandatory minimum standards for energy use for ventilation, cooling and lighting, among other improvements. These can typically reduce electricity consumption by around 25 percent.

Because Fiji is vulnerable to adverse climate change-related events, it will ensure that electricity infrastructure is made disaster-resilient. Options for further underground cabling for grid distribution are being explored. Government will also work closely with the private sector to improve designs, offer practical training and possibly support mandatory certification of designers/installers in order to improve resilience to cyclone conditions for renewable energy systems.

Environmental considerations will be factored into the appraisal of future hydro power, geothermal and other energy resources.

To meet the human-resource needs of the future electricity sector, government will support education for civil, electrical and hydrological engineers and other required skill needs of the sector. In-service training for the existing technical staff will continue.

#### PETROLEUM AND BIOMASS

The high reliance on imported petroleum remains a challenge and is being continually addressed. The transport sector (land, sea and air) is the principal consumer of imported fossil fuel.

To ensure energy efficiency improvements in the transportation industry, government has incentivised the importation of hybrid and electric cars over the last few years. Fiji is complying with the Euro 2 emissions standard of 500 parts per million (PPM) of sulphur content and is moving towards the Euro 5 emission standard of 50 PPM. This initiative intends to reduce carbon emissions and concurrently attract new vehicle technologies with high fuel efficiency. Government will continue to promote and encourage the use of environmentally friendly fuel standards.

Significant efficiency gains have also been made in the aviation sector as Fiji Airways has upgraded its fleet with more fuel-efficient aircrafts.

Government will continue research and development on biofuel and its use in the transport sector. Incentives to

promote investments in biofuel will continue.

Energy generation from biomass will be expanded over the next 5 years. Apart from the biomass waste co-generation at Tropik Woods and Fiji Sugar Corporation (FSC), a 10MW biomass power plant at Navutu, Sigatoka is currently being constructed by Nabou Green Energy Limited.

Traditional, renewable biomass fuels still play a major role in rural areas. Wood is the main cooking fuel and is also used for drying copra in many areas. While most of

the biomass use can be considered renewable, there are considerable negative health impacts, such as emphysema and eye irritations. To address this, government has introduced the energy-efficient Rocket Wood Stove in rural areas. Government will monitor energy sources that may have a detrimental health effects and will provide an enabling environment for affordable and safe alternative energy sources.

Piggery and dairy-farming biogas projects that address waste management, health and energy needs are ongoing.



## Goal, Policies and Strategies

| Goal: A resource-efficient, cost-effective and environmentally sustainable energy sector.                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                    | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Access to affordable, reliable, modern and sustainable energy services for all Fijians.                                     | <ul style="list-style-type: none"> <li>• Continue to develop the existing grid electricity supply in Viti Levu, Vanua Levu, Ovalau and Taveuni.</li> <li>• Develop small grid systems in other islands where practical.</li> <li>• Review operation of hydropower and other renewable energy facilities to maximize output under new climate conditions.</li> <li>• Continue to develop and improve the human resource capacity in the energy sector.</li> <li>• Review design and construction standards for energy facilities that are climate change resilient.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Increase share of electricity generation from renewable energy resources.                                                   | <ul style="list-style-type: none"> <li>• Implement a research, data collection and investment identification programme to accelerate the renewable energy share in electricity generation.</li> <li>• Establish a net-metering (or similar) mechanism to set out clear rules for small companies or households to feed excess electricity from renewables to the grid at a price fair to them and to FEA.</li> <li>• Set economically justified feed-in tariffs or pricing framework (price differential system) including studies to provide incentives for production of electricity from various renewable energy sources.</li> <li>• Undertake a study and develop an Independent Power Producer (IPP) framework that addresses the issue of intermittent supply of power from IPPs.</li> <li>• Establish a transparent process for procurement of new large-scale capacity from IPPs, pricing and other principles to be applied in all new power purchase agreements and grid connection standards.</li> </ul> |
| Increase private sector participation in electricity supply through reform of regulatory aspects of the electricity sector. | <ul style="list-style-type: none"> <li>• Reform the regulation of the electricity sector to establish a more enabling environment for private sector participation in the electricity sector, including both large-scale and small-scale supply.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



| Goal: A resource-efficient, cost-effective and environmentally sustainable energy sector.                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                                           | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Improve energy efficiency in the electricity sector.                                                                                                               | <ul style="list-style-type: none"> <li>Implement programmes to ensure efficiency in energy use.</li> <li>Update the codes and standards for buildings and industry to require, among others, minimum standards for energy use for ventilation, cooling and lighting and enforce the application of these in both the public and private sectors.</li> </ul>                                                                                                |
| Increase the number of communities utilising Fiji Rocket clean cook stoves                                                                                         | <ul style="list-style-type: none"> <li>Continue to educate communities regarding the construction and maintenance of the Rocket Clean Cook stoves.</li> </ul>                                                                                                                                                                                                                                                                                              |
| Reduce cost of petroleum imports and further develop biofuels (biodiesel and ethanol) for electricity and transport, while ensuring safety and security of supply. | <ul style="list-style-type: none"> <li>Implement various measures and programmes to reduce the volume and cost of imported petroleum products, while ensuring safety and security of supply.</li> <li>Continue research and implementation of programmes to develop and increase production of biofuel where cost-effective.</li> <li>Improve sustainable supply of copra to the rural biofuel mills through replanting programmes.<sup>9</sup></li> </ul> |
| Long-term sustainability of renewable energy resources based on the principles of the Green Growth Framework.                                                      | <ul style="list-style-type: none"> <li>Implement Green Growth Framework for Fiji, in particular Way Forward outlined in Thematic Area 7 on Energy Security.</li> <li>Improve the effectiveness and sustainability of existing management models for off grid rural electrification including Renewable Energy Service Companies and community cooperatives to provide electricity to isolated communities and areas not served by the FEA.</li> </ul>      |

## Programmes and Projects

| PROGRAMME                                                      | ANNUAL TARGET                           |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES |
|----------------------------------------------------------------|-----------------------------------------|-----------|-----------|-----------|-----------|-----------------------|---------------|
|                                                                | 2017-2018                               | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |               |
| Rural Electrification Programme                                |                                         |           |           |           |           |                       |               |
| Grid Extension Power Supply Programme (No. of Schemes)         | 150                                     | 150       | 100       | 100       | 100       | 600                   | FEA/DoE       |
| Connections to households and house wiring (No. of Households) | 2,500                                   | 2,500     | 2,500     | 2,000     | 2,000     | 11,500                | DoE           |
| Solar Home Systems (No. of Households)                         | 400                                     | 300       | 200       | 100       | 100       | 1,100                 | DoE           |
| Hybrid Systems (No. of Systems)                                | 2                                       | 2         | 2         | 2         | 2         | 10                    | DoE           |
| Mini Hydro (No. of Systems)                                    | 2                                       | 2         | 2         | 2         | 2         | 10                    | DoE           |
| Maintenance of diesel and/or Hybrid Schemes (No. of Schemes)   | 15                                      | 15        | 15        | 15        | 15        | 75                    | DoE           |
| TCW Rehabilitation of SHS                                      | 680                                     |           |           |           |           | 680                   | DoE           |
| TCW Rehabilitation of Diesel Schemes                           | 54                                      |           |           |           |           | 54                    | DoE           |
| Renewable Energy Resource Assessment                           |                                         |           |           |           |           |                       |               |
| Hydro (No. of Areas)                                           | 4                                       | 4         | 4         | 4         |           | 16                    | DoE           |
| Solar (No. of Areas)                                           | 15                                      | 15        | 15        | 15        |           | 60                    | DoE           |
| Wind (No. of Areas)                                            | 15                                      | 15        | 15        | 15        |           | 60                    | DoE           |
| Wave and Tidal (No. of Areas)                                  | 2                                       | 2         | 2         | 2         | 2         | 10                    | DoE           |
| Geothermal (No. of Areas)                                      | 2                                       |           |           |           |           | 2                     | DoE           |
| Bio-fuel (Ethanol/Biodiesel) Programme (No. of Plant)          | 2                                       | 1         | 1         |           |           | 4                     | DoE           |
| Biogas Development in Rural Areas Programme (No. of Plant)     | 4                                       | 5         | 5         | 5         | 5         | 24                    | DoE           |
| FEA Power Development Programme                                | Refer to the FEA Power Development Plan |           |           |           |           |                       | FEA           |

DoE: Department of Energy; FEA: Fiji Electricity Authority; SHS: Solar Home System; TCW: Tropical Cyclone Winston.

9. The nine (9) biofuel mills are: Koro, Cicia, Rotuma, Gau, Rabi, Lakeba, Vanuabalavu, Moala and Matuku.

## Key Performance Indicators

| INDICATOR                                                                                     | 2015             | 2016  | 2017  | 2018  | 2019  | 2020  | 2021  |
|-----------------------------------------------------------------------------------------------|------------------|-------|-------|-------|-------|-------|-------|
| Percentage of population with electricity access (%) (SDG 7.1)                                | 90               | 92    | 94    | 96    | 98    | 100   | 100   |
| Percentage of population with primary reliance on wood fuels for cooking (%)                  | 18               | 17    | 16    | 15    | 14    | 12    | 10    |
| Energy intensity (consumption of imported fuel per unit of GDP in MJ/FJD) (SDG 7.3)           | 2.89             | 2.89  | 2.88  | 2.88  | 2.87  | 2.86  | 2.85  |
| Energy intensity (electricity consumption per unit of GDP in kWh/FJD) (SDG 7.3)               | 0.219            | 0.219 | 0.218 | 0.217 | 0.216 | 0.215 | 0.214 |
| Renewable energy share in electricity generation (%)                                          | 67               | 67    | 70    | 75    | 78    | 81    | TBD   |
| Renewable energy share in total energy consumption (%) (SDG 7.2)                              | 13               | 14    | 15    | 16    | 17    | 18    | TBD   |
| Number of solar home systems installed                                                        | 2,500            | 2,500 | 2,500 | 2,500 | 2,000 | 2,000 | 2,000 |
| Number of new hydro schemes                                                                   |                  | 2     | 2     | 2     | 2     | 2     | 2     |
| Number of new biogas plants installed                                                         | 2                | 4     | 5     | 5     | 5     | 5     | 5     |
| Number of qualified experts such as electricians, civil engineers, hydrological experts, etc. | 15 (FEA and DoE) |       |       |       |       |       |       |

### 3.1.3 HOUSING DEVELOPMENT

#### *“Accessible and adequate housing for all”*

The Constitution guarantees the right of every person to accessible and adequate housing. Key initiatives undertaken over the years include financial assistance to first-home owners for construction or purchase of a new home, the development of residential lots by the Housing Authority (HA) and Public Rental Board (PRB), informal housing upgrades and resettlement, development of iTaukei land, and rural housing schemes.

In the next five years, new strategies will be implemented to increase the supply of affordable housing, in particular housing units with strata titles, by both the public and private sector. The existing housing programmes will continue.

To promote more integration and marketability of public housing and housing units with strata titles, “vertical villages” will be established. This will include a range of unit sizes and will accommodate a more diverse group of households with different income levels, cultural backgrounds, family sizes and other characteristics. This will create a renewed image of integrated housing and encourage Fijians to buy units with strata titles.

Leases will continue to be issued to settlements on state land, and those on iTaukei land will be provided leases only after approval from landowners. Providing leases

to Fijians in these settlements will raise confidence and provide some security for further investments.

Government will continue to work with NGO partners in these projects.

Government will also continue to support landowners to develop their land for subdivisions and residential purposes. Funding assistance will be provided for development costs and provision of public utilities. This scheme will allow landowners to profit from developing their land.

To assist homeowners who do not have access to insurance to re-build their houses after natural disasters and fire, government will put in place a contingency fund and explore options for disaster insurance in the coming years.



## Goal, Policies and Strategies

| Goal: Accessible and adequate housing for all.                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                    | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Provide affordable and safe housing to all especially low-income earners.                   | <ul style="list-style-type: none"> <li>• Establishment of “vertical villages”.</li> <li>• Explore options for housing units under strata titles and increasing access to home insurance for low income households.</li> <li>• New development of residential lots by Housing Authority. Providing financial support to landowners to develop subdivisions and residential lots.</li> <li>• Set up a contingency fund and explore options for disaster insurance to assist families who lose their houses in natural disasters and fire.</li> <li>• Public Rental Board rental subsidy to be maintained for households.</li> <li>• Annual review of government subsidies to housing providers and develop and implement strategies to graduate residents of low income HART (Housing Assistance &amp; Relief Trust) and PRB housing towards Housing Authority programmes.</li> <li>• Continue with the grant to first Home Owners.</li> <li>• Consider both in kind and cash contributions for standard rural housing schemes.</li> <li>• Develop and enforce building standards for new home construction that require improved resilience to cyclones and flooding.</li> </ul> |
| Upgrade informal settlements.                                                               | <ul style="list-style-type: none"> <li>• Redevelop informal areas with provision of basic amenities in current informal settlements.</li> <li>• Facilitate leases to those on informal settlements.</li> <li>• Develop housing programmes to reduce the existence of informal settlements and social housing.</li> <li>• Support sustainable rural housing and income generation projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strengthen Government - NGO partnerships in the provision of housing and land for the poor. | <ul style="list-style-type: none"> <li>• Co-financing of housing and land development projects.</li> <li>• Develop more iTaukei land for low cost housing.</li> <li>• Provide grants to iTaukei Landowners for residential land development.</li> <li>• Provide support and assistance towards the development of climate and weatherproof low-cost housing in both urban and rural environments.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



## Programmes and Projects

| PROGRAMME                                                        | ANNUAL TARGET              |           |           |                   |                   | TOTAL OUTPUT EXPECTED      | LEAD AGENCIES |
|------------------------------------------------------------------|----------------------------|-----------|-----------|-------------------|-------------------|----------------------------|---------------|
|                                                                  | 2017-2018                  | 2018-2019 | 2019-2020 | 2020-2021         | 2021-2022         |                            |               |
| Squatter upgrading and Resettlement (Lots)                       | 349                        | 150       | 230       | 230               | 230               | 1,189                      | DOH           |
| PRB Renovation and Construction (Units)                          | Kalabu 36<br>Savusavu 48   | Simla 36  | Namaka 57 | Raiwaqa, Suva 150 | Raiwaqa, Suva 200 | 527                        | PRB           |
| Town-Wide Informal Settlement Upgrading project (Lots)           | 266                        | 124       | 376       | 343               |                   | 1,109                      | DOH           |
| Sustainable Rural Housing/Income Generating Project (Households) | 435                        | 385       | 50        | 50                | 50                | 970                        | DOH           |
| HART (Households)                                                | 50                         | 48        | 50        | 44                | 46                | 238                        | HART          |
| New                                                              | 14                         | 12        | 14        | 8                 | 10                | 58                         |               |
| Renovated                                                        | 36                         | 36        | 36        | 36                | 36                | 180                        |               |
| Housing Authority Social Housing Policy (Households)             | 100                        | 100       | 100       | 100               | 100               | 500                        | HA            |
| First Home Buyers (Households)                                   | 406                        | 500       | 650       | 800               | 950               | 3,306                      | DOH           |
| Development, Caubati Sub-Division, Nasinu (lots)                 | 212                        |           |           |                   |                   | 212                        | HA            |
| Lot Development, Waqadra Sub-Division, Nadi                      |                            | 793       |           |                   |                   | 793                        | HA            |
| Lot Development, Rara Sub-Division, Labasa                       | 25                         |           |           |                   |                   | 25                         | HA            |
| Housing Authority Nepani Stage II                                | 175 lots/150 housing units |           |           |                   |                   | 175 lots/150 housing units | HA            |
| Housing Authority-Davuilevu Phase I (Lots)                       | 301                        |           |           |                   |                   | 301                        | HA            |
| Housing Authority-Covata, Labasa (Lots)                          | 108                        |           |           |                   |                   | 108                        | HA            |
| Housing Authority-Koronisalusu, Tavua (Lots)                     | 119                        |           |           |                   |                   | 119                        | HA            |
| Housing Authority-Tavakubu, Lautoka (Lots)                       | 541                        |           |           |                   |                   | 541                        | HA            |

| PROGRAMME                                        | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES |
|--------------------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------------------|---------------|
|                                                  | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |               |
| Rural Housing Assistance (Units)                 | 100           | 110       | 115       | 120       | 125       | 570                   |               |
| Full House                                       | 50            | 50        | 55        | 55        | 60        | 270                   | RHU           |
| Partial House                                    | 50            | 60        | 60        | 65        | 65        | 300                   | RHU           |
| Poverty Alleviation Projects (Housing) – (Units) | 16            | 15        | 14        | 13        | 12        | 70                    | RHU           |

HA: Housing Authority; HART: Housing Assistance and Relief Trust; PRB: Public Rental Board; RHU: Rural Housing Unit; DOH: Department of Housing

## Key Performance Indicators

| INDICATOR                                                  | 2015 | 2021 |
|------------------------------------------------------------|------|------|
| Increase home ownership (% of total households) (SDG 11.1) | 43   | 50   |

### 3.1.4 FOOD AND NUTRITION SECURITY

#### ***“Every Fijian has access to adequate food of acceptable quality and nutritional value”***

Access to adequate food is a Constitutional Right of every Fijian. Therefore, the development of domestic agriculture and fisheries to support access to an adequate supply of healthy and nutritious food is critical as a legal and political matter as well as for food and nutrition security.

To better understand food and nutrition security, an overarching framework will be developed to objectively assess the status, including the current capacity of the domestic agriculture and fisheries sector to meet the national food demand. The development of such a framework will require collaboration among stakeholders to help build a credible food and nutrition security database, assess the national food and nutrition security status and support the formulation of strategies to improve the situation.

Over the next 5 years, government will ensure increased domestic food production and supply of fisheries products. Challenges such as the destruction of food production due to natural disasters and other issues facing the agriculture and fisheries sector will be addressed. Specific policies to promote agriculture and fisheries production are described under the resource-based sector chapters.

Large commercial agriculture and aquaculture projects will be supported to achieve economies of scale and competitive pricing. Cluster farming will be encouraged

and incentivised together with the promotion of small-holder farms and back yard farming for subsistence level.

Production efficiencies will be improved through mechanisation and the adoption of new technologies and better product varieties. More research and extension services will be provided by government to improve farm productivity and awareness of best farming practices. Organic farming practices will be employed.

Government will encourage the consumption of locally produced fresh foods and ensure that it is conveniently accessible at fresh food markets, supermarkets and roadside stalls. Assistance will be provided to expand the supply of traditional foods such as *Uvi*, *Twoli*, *Via*, *Dalo*, *Cassava* and *Kumala* given their suitability to the local climate.

The consumption of fresh, home-grown food will be promoted through awareness programmes. Strategies to mitigate climate change related effects on food supply will also be promoted.

While production and consumption of locally produced food will be encouraged, import of certain products will continue to help meet our food requirements.

## Goal, Policies and Strategies

| Goal: Every Fijian has access to adequate food of acceptable quality and nutritional value.                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                    | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Develop a national food and nutrition security policy or framework.                                                                         | <ul style="list-style-type: none"> <li>• Create an enabling environment for agriculture nutrition nexus.</li> <li>• Conduct periodic joint agriculture and fisheries census surveys.</li> <li>• Strengthen statistics and information through the development of a Domestic Food Production Database (agriculture and fisheries) as well as through the existing Food Balance Sheet and National Nutrition Survey.</li> <li>• Support the formulation of sub-sector plans for agriculture, fisheries, biosecurity, health (nutrition) and education.</li> <li>• Strengthen the national commitment from across all sectors, industries and communities to collectively discuss the food security status in Fiji.</li> <li>• Support evidence based policy and planning.</li> <li>• Explore opportunities for introduction of crop insurance.</li> <li>• Promote sustainable and resilient food systems.</li> <li>• Promote nutrition-sensitive value chains to improve accessibility of nutritious food products.</li> <li>• Improve multi-sector co-ordination of food and nutrition security policy.</li> <li>• Mainstream nutrition into national sectoral policies and action plans.</li> </ul> |
| Raise more awareness on the importance of food and nutrition security.                                                                      | <ul style="list-style-type: none"> <li>• Strengthen existing and pursue new awareness programmes on local media to maximize outreach.</li> <li>• Strengthen partnerships &amp; shared responsibilities for increased food and nutrition security.</li> <li>• Encourage the involvement of corporate and civil society entities to be part of the initiative to feed Fiji locally.</li> <li>• Increase interaction and involvement of primary, secondary and tertiary schools to encourage the younger generation to be more food secure conscious.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Encourage the better implementation of food and nutrition security priorities in agriculture and fisheries and other sectors. <sup>10</sup> | <ul style="list-style-type: none"> <li>• Strengthen research and development and cooperation with regional and international research efforts in agricultural and fisheries and climate change implications and development of climate-resilient staple food crops.</li> <li>• Adoption of better soil management techniques to address increased soil salination and erosion.</li> <li>• Improve efficiency at farm level that ultimately contributes to low commodity pricing in the market.</li> <li>• Improve crop breeding infrastructure and seed storage facilities.</li> <li>• Specific domestic Food and nutrition security programmes for key primary food industries for agriculture, fisheries and health (nutrition).</li> <li>• Establish an efficient system for collecting and disseminating market information through mobile networks.</li> <li>• Improve market arrangements for primary agriculture and fisheries produce.</li> <li>• Promote the revitalisation and enhancement of traditional farming skills and knowledge.</li> </ul>                                                                                                                                        |

10. Specific activities are outlined in the Food Security Chapter in the Green Growth Framework 2014. These actions are incorporated in this plan.





## Programmes and Projects

| PROGRAMME                                                                                                     | ANNUAL TARGET                |                    |               |           |             | TOTAL OUTPUT EXPECTED                                                                    | LEAD AGENCIES                     |
|---------------------------------------------------------------------------------------------------------------|------------------------------|--------------------|---------------|-----------|-------------|------------------------------------------------------------------------------------------|-----------------------------------|
|                                                                                                               | 2017-2018                    | 2018-2019          | 2019-2020     | 2020-2021 | 2021-2022   |                                                                                          |                                   |
| Policy and Plan Formulation                                                                                   |                              |                    |               |           |             |                                                                                          |                                   |
| National food and nutrition security policy                                                                   | 1                            |                    |               |           |             | 1 National Food Security Policy                                                          | MoE, MoA, MoHMS, MoFi, MoEHA, BAF |
| Establish a framework for multi-sectoral approach for addressing agrinutriton and tackling NCDs in Fiji       |                              |                    |               |           |             | Establishment of multistakeholder technical working committee                            | MoE<br><br>MoHMS, MoA, MoW, MoYS  |
| Subsector food and nutrition security policy/ plan                                                            |                              |                    | 5             |           |             | 5 Subsector Plans: Agriculture, Fisheries, Biosecurity, Health (nutrition) and Education | MoA, MoHMS, MoFi, MoEHA, BAF      |
| Census, Surveys and Reports                                                                                   |                              |                    |               |           |             |                                                                                          |                                   |
| Food Balance Sheet                                                                                            | 1                            | 1                  | 1             | 1         | 1           | 5 Food Balance Sheet Reports                                                             | NFNC                              |
| Fiji Plan of Action for Food and Nutrition Security (FPAFNS) 2016-2020                                        | 1                            |                    |               |           |             | 1 FPAN 2016-2020                                                                         | NFNC                              |
| National Nutrition Survey (NNS)                                                                               |                              |                    |               |           | 1           | 1 NNS Report released                                                                    | NFNC                              |
| Agriculture and Fisheries Survey                                                                              |                              |                    |               |           | 1           | 1 Survey results<br>1 Report                                                             | MoA, MoFi                         |
| Agriculture Development                                                                                       |                              |                    |               |           |             |                                                                                          |                                   |
| Improving efficiency at farm level                                                                            |                              | 1                  |               |           |             | 1 Programme                                                                              | MoA                               |
| Rolling out Market Information System (MIS)                                                                   |                              | Assess MIS options | Implement MIS |           |             | Implementation of programme                                                              | MoA                               |
| Statistics and Databases                                                                                      |                              |                    |               |           |             |                                                                                          |                                   |
| Domestic Food Production Database                                                                             | Consolidation of FS Database |                    |               |           |             | 1 Database                                                                               | MoA, MoFi                         |
| Raising Awareness                                                                                             |                              |                    |               |           |             |                                                                                          |                                   |
| Health Promoting Schools                                                                                      | Continuation of programme    |                    |               |           | 84 Schools  |                                                                                          | MoHMS<br>MoEHA                    |
| Revitalization and enhancement of traditional farming skills and knowledge                                    | Implementation of programme  |                    |               |           | 1 Programme |                                                                                          | MoA                               |
| Research and Development                                                                                      |                              |                    |               |           |             |                                                                                          |                                   |
| Strengthen research and development, including development and promotion of crops resilient to climate change | 2                            |                    |               |           |             | 2 R&D Plan and Programmes                                                                | MoA, MoFi                         |

BAF: Biosecurity Authority of Fiji; FS: Food and nutrition security; MoA: Ministry of Agriculture; MoE: Ministry of Economy; MoEHA: Ministry of Education, Heritage & Arts; MoHMS: Ministry of Health and Medical Services; MoFi: Ministry of Fisheries; MoW: Ministry of Women; MoYS: Ministry of Youth and Sports; NFNC: National Food and Nutrition Centre.

## Key Performance Indicators

| INDICATOR                                                                          | 2015              | 2021  |
|------------------------------------------------------------------------------------|-------------------|-------|
| Food sourced domestically compared to total food available (%)                     | 32                | 42    |
| Average dietary energy supply adequacy (% of total diet)                           | 154 <sup>11</sup> | 100   |
| Share of dietary energy supply derived from cereals, roots and tubers (% of total) | 51                | 40    |
| Average protein supply (% of total diet)                                           | 11                | 15    |
| Cereal import dependency ratio (%)                                                 | 95                | <95   |
| Percentage of children under 5 years of age affected by wasting (%) (SDG 2.2)      | 7.0               | <7.0  |
| Percentage of children under 5 years of age who are stunted (%) (SDG 2.2)          | 6.2               | <6.2  |
| Percentage of children under 5 years of age who are underweight (%) (SDG 2.2)      | 6.1               | <6.1  |
| Percentage of children under 5 years of age who are overweight (%)                 | 4.8               | <4.8  |
| Percentage of adults who are underweight (%) (SDG 2.1)                             | 4.3               | <4.3  |
| Prevalence of anaemia among pregnant women (%)                                     | 40.0              | <40.0 |
| Prevalence of anaemia among children under 5 years of age (%)                      | 63.1              | <63.1 |
| Prevalence of vitamin A deficiency among women of child bearing age (%) (SDG 2.2)  | 17.6              | <17.6 |

11. More than adequate (54% more than the recommended intake - 3421kcal/2228kcal).

### 3.1.5 EDUCATION

#### *“Quality education for all”*

Quality education for all is essential to create a more skilled and adaptable workforce and create a knowledge-based society. The Constitution guarantees the right of every child to early-childhood, primary, secondary and further education. A number of bold initiatives have been introduced to improve the provision of quality education.

Universal access to primary education has been achieved, and net secondary school enrolment is over 80 percent. With the free-education initiative, free bus fares and free textbooks, enrolment numbers have increased significantly. More teachers have been recruited, and continuous hiring of quality teachers will continue to improve the teacher-to-student ratio for rural and urban areas.

The free-education policy will continue together with other financial assistance. Further budgetary support will be provided for construction and upgrading of new and existing school facilities and equipment, including the rehabilitation of schools damaged by Cyclone Winston.

Early childhood education (ECE) is continually being improved as these formative years play a vital role in shaping social, emotional and learning outcomes for the future. To achieve universal access to early childhood education, an ECE centre will be attached to each primary school. Grants will continue to be provided for facility upgrades, development of new centres and improving the quality of ECE teachers.

The provision of grant funding to three major universities has improved tertiary education infrastructure and facilities as well as the quality of teaching and learning. Tertiary education scholarships and the loan scheme have also increased access and affordability for all tertiary students. The Toppers scholarship initiative will continue to be aligned to medium-term priority areas for socio-economic development.

Government has increased investment in trade and vocational skills with establishment of technical colleges around the country. The focus on skills development and meeting future industry needs will continue to be a key priority.

The curriculum will continually be reviewed and strengthened to achieve national objectives. There are unacceptable rates of obesity-related illnesses and NCDs in adults, youth suicide, drug and alcohol misuse, teenage pregnancy, and gender-based violence and sexual violence against women and girls. Incorporating contemporary thematic areas in educational curriculum such as cultural diversity, gender, nutrition, respectful relationships, drugs and alcohol, climate change and the environment will enrich students' understanding of wider social issues.

A digital literacy programme has been introduced to encourage teachers and students to benefit from

e-learning. This initiative will be expanded and rolled out to the entire education system in a phased approach.

A safe and inclusive learning environment will be promoted. Education for persons with special needs will continue to be promoted through grants to special schools. Health and wellness programmes will continue.





## Goal, Policies and Strategies

| Goal: Quality education for all.                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                 | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Improve quality education at all levels                                  | <ul style="list-style-type: none"> <li>• Review and amend legislation and policies pertaining to quality education including the Education Act.</li> <li>• Improve student to teacher ratio.</li> <li>• Increase in-service training for teachers.</li> <li>• Strengthen use of ICT, distance learning and e-learning in schools.</li> <li>• Strengthen private and public partnerships.</li> <li>• Expand school libraries with relevant resources.</li> <li>• Increase awareness of, and capacity for education on social issues such as Drug Education, HIV/AIDS, Gender Based Violence, Respectful Relationships, Sex Education, NCD, Cyber Safety, and Mental Health at school.</li> <li>• Increase number of teachers undergoing training on gender sensitisation, equality and child protection, including protective behaviours programs to detect any child sexual abuse.</li> <li>• Increase counselling services for primary and secondary schools.</li> <li>• Increase basic counselling skills training for teachers in schools.</li> <li>• Enhance national and cultural education in schools.</li> <li>• Implementation of Fiji Qualification Framework.</li> <li>• Strengthen assessment and learning through implementing critical skills such as literacy and numeracy assessment.</li> </ul> |
| Ensure every Fijian Student has equal access to education at all levels. | <ul style="list-style-type: none"> <li>• Continuation of free education initiative, bus fare subsidy, free textbooks, toppers scholarships and tertiary loan scheme.</li> <li>• Improve infrastructure, facilities and learning materials for all schools.</li> <li>• Timely provision of textbooks and building grants to schools.</li> <li>• Provision of access for the physically challenged students.</li> <li>• Updating of the Fiji Education Management Information System (FEMIS) to cover all aspects of school information.</li> <li>• Development of an e-library or virtual library for all citizens.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Enhance technical, vocational and lifelong skills training at all levels | <ul style="list-style-type: none"> <li>• Establish Technical Colleges.</li> <li>• Recruit qualified and experienced TVET teachers.</li> <li>• Establish TVET database.</li> <li>• Revive apprenticeship scheme through the Training and Productivity Authority of Fiji (TPAF).</li> <li>• Accelerate the development of National Qualification Framework in different trade areas.</li> <li>• Enhance students' understanding through lifelong skills training such as scouts and girl guides.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Enhance and strengthen the support for Higher Education Institutions     | <ul style="list-style-type: none"> <li>• Expedite the number of registered institutions to be recognized under the Fiji Higher Education Commission (FHEC).</li> <li>• Increase private and public partnerships.</li> <li>• Enhance the use of ICT for tertiary institutions.</li> <li>• Strengthen incentives for higher education institutions.</li> <li>• Implement the National Accreditation Framework.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## Programmes and Projects

| PROGRAMME                                                             | ANNUAL TARGET                 |                                            |                                 |              |           | TOTAL OUTPUT EXPECTED                                       | LEAD AGENCIES |
|-----------------------------------------------------------------------|-------------------------------|--------------------------------------------|---------------------------------|--------------|-----------|-------------------------------------------------------------|---------------|
|                                                                       | 2017-2018                     | 2018-2019                                  | 2019-2020                       | 2020-2021    | 2021-2022 |                                                             |               |
| Quality Education                                                     |                               |                                            |                                 |              |           |                                                             |               |
| Recruitment of Teachers (Primary)                                     | 200                           | 100                                        | 100                             | 100          | 100       | 600                                                         | MoEHA         |
| Secondary                                                             | 50                            | 100                                        | 100                             | 100          | 100       | 450                                                         | MoEHA         |
| Registration of new teachers (ECE, Primary and Secondary)             | 500                           | 500                                        | 500                             | 500          | 500       | 2,500                                                       | MoEHA         |
| Establishment of ECE teacher positions                                |                               | All ECE centres attached to Primary School | All Community-based ECE Centres |              |           | All ECE teacher positions incorporated in the establishment | MoEHA         |
| Free bus fare scheme (no. of students assisted)                       | 88,579                        | 90,000                                     | 90,000                          | 90,000       | 90,000    | 448,579                                                     | MoEHA         |
| Implementation of Digital Literacy Programme (No. of Primary Schools) | 731                           |                                            |                                 |              |           | 731 schools                                                 | MoEHA         |
| In-service training for teachers (Primary)                            | 100                           | 100                                        | 100                             | 100          | 100       | 500                                                         | MoEHA         |
| Secondary                                                             | 150                           | 150                                        | 150                             | 150          | 150       | 750                                                         |               |
| Free textbook programme (No. of primary schools)                      | 731                           |                                            |                                 |              |           | 731 schools                                                 | MoEHA         |
| Free textbook programme (No. of secondary schools)                    | 177                           |                                            |                                 |              |           | 177 schools                                                 |               |
| Review and audit of school curriculum                                 | Year 12 and 13                | ECE and Year 1 and 2                       | Years 3 to 10                   |              |           | School curriculum reviewed and audited at all levels        | MoEHA         |
| Implementation of school curriculum                                   | Years 12 and 13               | ECE                                        | Years 1 and 2                   | Years 3 to 6 |           | Rollout of new National Curriculum at all levels            | MoEHA         |
| Free Milk Programme                                                   | Year 1                        | Year 1                                     | Year 1                          | Year 1       | Year 1    | Free milk for all Year 1 students                           | MoEHA         |
| Infrastructure Development                                            |                               |                                            |                                 |              |           |                                                             |               |
| Upgrading and maintenance of government schools                       | 12                            |                                            |                                 |              |           | 12 schools                                                  | MoEHA         |
| Cyclone rehabilitation for damaged schools                            | Complete rehabilitation works |                                            |                                 |              |           | Completion of rehabilitation works                          | MoEHA         |
| Construction of new infant schools                                    | 1 – Nailou Infant School      | 1                                          | 1                               | 1            | 1         | 5 infant schools                                            | MoEHA         |

| PROGRAMME                                                    | ANNUAL TARGET                                                                |           |           |           |           | TOTAL OUTPUT EXPECTED                         | LEAD AGENCIES                |
|--------------------------------------------------------------|------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------------------------------------------|------------------------------|
|                                                              | 2017-2018                                                                    | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                               |                              |
| Construction of new secondary schools                        | Complete new Bau Central College                                             | 1         | 1         | 1         | 1         | 4 new secondary schools                       | MoEHA                        |
| Purchase of boat and outboard motor engine (Primary Schools) | 38                                                                           | 28        | 20        | 20        | 20        | 126                                           | MoEHA                        |
| Purchase of water tanks for primary and secondary schools    | 216                                                                          | 30        | 30        | 30        | 30        | 336                                           | MoEHA                        |
| Maintenance and upgrading of library resources               | Upgrade and maintenance of school libraries                                  |           |           |           |           | School libraries upgraded                     | MoEHA                        |
| TVET Programme                                               |                                                                              |           |           |           |           |                                               |                              |
| Increase life-long skills training at all levels             | Continue with the Scouts, Girl Guides, Cadet Clubs, Duke of Edinburgh Awards |           |           |           |           | Number of students trained on lifelong skills | Training Institutions/ MoEHA |
| Establishment of Technical Colleges                          | 13                                                                           |           |           |           |           | 13                                            | MoEHA                        |
| Higher Education Institutions                                |                                                                              |           |           |           |           |                                               |                              |
| Construction of FNU Labasa Campus                            | Civil works, construct building A                                            | Phase 1   | Phase 2   |           |           | Labasa campus completed                       | FNU/HEC                      |
| National Toppers Scholarship Scheme                          | 630                                                                          | 630       | 630       | 630       | 630       | 3,150                                         | TSLB                         |
| Tertiary Education Loan Scheme                               | 15,800                                                                       | 15,800    | 15,800    | 15,800    | 15,800    | 79,000                                        | TSLB                         |
| Scholarships for Children with Special Needs                 | 25                                                                           | 25        | 30        | 30        | 30        | 140                                           | TSLB                         |
| Overseas Scholarships                                        | 60                                                                           | 60        | 60        | 60        | 60        | 300                                           | TSLB                         |

ECE: Early Childhood Education; FNU: Fiji National University; HEC: Higher Education Commission; MoEHA: Ministry of Education, Heritage & Arts; TSLB: Tertiary Scholarship and Loans Board.

## Key Performance Indicators

| INDICATOR                                                                                                   | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|
| Net Enrolment rate for early childhood education (%) (SDG 4.2)                                              | 80   | 80   | 80   | 85   | 95   | 100  | 100  |
| Net Enrolment rate for primary education (%) (SDG 4.1)                                                      | 99   | 99   | 99   | 99   | 99   | 100  | 100  |
| Net Enrolment rate for secondary education (%) (SDG 4.1)                                                    | 82   | 82   | 83   | 84   | 85   | 86   | 86   |
| Literacy and Numeracy rate for primary Year 5 (%) (SDG 4.1)                                                 |      | >90  | >90  | >90  | >90  | >90  | >90  |
| Literacy and Numeracy rate for primary Year 7 (%) (SDG 4.1)                                                 |      | >90  | >90  | >90  | >90  | >90  | >90  |
| Retention rate for primary schools (Cohort of Y1 –Y8) (%)                                                   | 94.7 | 94.8 | 95   | 96   | 96   | 96   | 96   |
| Retention rate for Secondary schools (Cohort of Y9 – Y12) (%)                                               | 81.9 | 86   | 86   | 86   | 86   | 86   | 86   |
| Proportion of students successfully completing TVET courses to meet current and future demand (%) (SDG 4.3) | 80   | >80  | >85  | >85  | >85  | >85  | >85  |



### 3.1.6 HEALTH AND MEDICAL SERVICES

#### ***“Access to quality health facilities necessary for good health, and to health care services, including reproductive health care”***

Fiji has made significant progress in increasing the overall life expectancy of Fijians and improving health outcomes. Maternal- and infant-mortality rates have declined. Primary health care is well established, with major improvements in secondary health care. Substantial investments have been made in construction and upgrading of hospitals, health centres and nursing stations. Medical services have been decentralised to ensure convenience and easy access. More doctors and nurses have been recruited and are well remunerated. The doctor-to-patient ratio is improving, and funding for supply for essential drugs and consumables has been increased.

In the next 5 years, more investments will be made to upgrade and expand existing divisional hospitals to provide more beds and better facilities. New sub-divisional hospitals will be constructed and existing ones upgraded. New health centres will be constructed with proper services and equipment. Government will ensure that every health centre is provided with a full-time doctor. In addition a new National Kidney Research and Treatment Centre will be constructed that will act as a national hub for treatment and prevention of kidney disease, and to provide patients the most economical access to treatment of kidney disease.

Funding will be channelled towards purchase of more equipment, drugs and consumables. The procurement process and supply-chain management will be streamlined

to ensure that adequate supplies of medicines and consumables are available at all times. Education and information will be provided to men and women regarding family planning, and equal-parenting initiatives will be promoted.

Hiring of skilled healthcare workers will continue to ensure that the ratio of doctors, nurses and midwives per 1,000 people is increased to internationally accepted levels.

To assist those low and middle-income Fijians, the free medicine scheme will continue.

Strategies will be pursued to tackle NCDs in the country. Changes in lifestyle, healthy diets and physical activity are crucial for preventive health care and prevention of NCDs. A multi-sectoral approach through better health education, production and adequate supply of fresh fruits and vegetables, and promotional and awareness campaigns will be further enhanced to address this issue. Collaboration and partnership with the private sector, NGOs and development partners will be pursued.

Early detection and preventive measures will be strengthened to address communicable diseases like HIV/AIDS and tuberculosis. Physical and sexual violence against women and children will be addressed as Fiji practitioners will adhere to processes of referral and evidence preservation to support women and increase the rate of perpetrator accountability.

Adherence to international standards of tertiary health care will be pursued as a major initiative to ensure that Fijians are provided with advanced tertiary care. Tax incentives to entice private sector investment in this area were introduced in the 2016-2017 National Budget. Government will explore further opportunities for public investment in this area.



## Goal, Policies and Strategies

| Goal: Access to quality health facilities necessary to good health, and to health care services, including reproductive health care.                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                                                 | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Promote population health and reduce premature morbidity and mortality due to NCDs as part of a whole-of-society approach to wellness and well-being.                    | <ul style="list-style-type: none"> <li>• Expand investment in approaches to address non-communicable diseases, including nutrition, mental health and injuries, within and beyond the health sector.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Provide high quality and comprehensive maternal, infant, child and adolescent health family planning and sexual education, equal parenting programmes to the population. | <ul style="list-style-type: none"> <li>• Provide Family Planning and reproductive health information and resources.</li> <li>• All pregnant women, including teenagers, mothers and new-borns receive timely, safe, appropriate and effective health services before, during, and after childbirth.</li> <li>• Provide access to quality preventive and curative paediatric and nutritional services.</li> <li>• Expand public health and clinical services to appropriately address the needs of adolescents and youth.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Improve and integrate services targeting communicable diseases, environmental health, and emergency preparedness, response and climate change resilience.                | <ul style="list-style-type: none"> <li>• Improve multi-sectoral approach to risk management and resilience for communicable diseases, health emergencies, climate change and natural disasters.</li> <li>• Improve case detection and coordinated response to reduce communicable disease morbidity and mortality.</li> <li>• Retrofit health facilities to improve energy and water efficiency.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Expand primary health care, with an emphasis on providing a continuum of care and improved service quality and safety.                                                   | <ul style="list-style-type: none"> <li>• Improve health-service delivery experience for patients through continued strengthening of primary health care and improved continuum of care.</li> <li>• Continuous monitoring and improvement of quality and safety standards in government health facilities.</li> <li>• Establish Customer Feedback Centre.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Improve health management.                                                                                                                                               | <ul style="list-style-type: none"> <li>• Policy, planning and budgeting based on sound evidence, considerations of efficiency and cost-effectiveness and health information systems that provide relevant, accurate information to the right people at the right time.</li> <li>• Strengthen results-based monitoring and evaluation, supported by population surveys and applied research as a driver for improved organizational decision-making and behaviour change.</li> <li>• Review and develop new health legislation and policies that will facilitate delivery of safe and quality healthcare at all levels.</li> <li>• Improve health financing, equity and efficiency.</li> <li>• Recruit, train and retain a qualified, motivated health workforce that is caring, customer-focused, and responsive to population health needs.</li> <li>• Reform Supply Chain Management and ensure high quality medicinal products are rationally used and readily accessible to all residents.</li> <li>• Ensure that all health facilities in Fiji have the minimum required functional biomedical equipment for the level of the facility.</li> <li>• Develop a health infrastructure database and ensure that all MoHMS infrastructure is built and maintained to meet operational and population needs in compliance with all relevant health service standards.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                                                                             | ANNUAL TARGET                                                                                                                                                             |                                    |                                                                          |           |           | TOTAL OUTPUT EXPECTED                                                                                                                | LEAD AGENCIES |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                                                       | 2017-2018                                                                                                                                                                 | 2018-2019                          | 2019-2020                                                                | 2020-2021 | 2021-2022 |                                                                                                                                      |               |
| Regulatory Reforms                                                                                                    |                                                                                                                                                                           |                                    |                                                                          |           |           |                                                                                                                                      |               |
| Develop new legislation                                                                                               | 3 (Advertising and Promotion of Foods and Non Alcoholic Beverages to Children Regulations; Medical Laboratory Law; and Transplantation of Human Organs and Tissues Decree |                                    | 2 (Food Law and Additional Food Regulations and School Nutrition Policy) |           |           | 5 new legislation developed                                                                                                          | MoHMS         |
| Review legislation                                                                                                    | 3 (Review of Quarantine Decree; Review of Public Health Protection Decree and Review of Nursing Decree 2011)                                                              | 1 (Review of Mental Health Decree) |                                                                          |           |           | 4 legislation reviewed                                                                                                               | MoHMS         |
| Review of clinical guidelines policies and processes responding to Intimate Partner and Sexual Violence against women |                                                                                                                                                                           | 1                                  |                                                                          | 1         |           | 2                                                                                                                                    | MoHMS         |
| Wellness and Non-Communicable Diseases                                                                                |                                                                                                                                                                           |                                    |                                                                          |           |           |                                                                                                                                      |               |
| Primary eye care: Purchase portable kit (appliances, supplies, IEC); training for outreach                            | 30%                                                                                                                                                                       | 60%                                | 60%                                                                      | 80%       | 100%      | 100% availability of portable kits at all divisional hospitals and outreach visits conducted                                         |               |
| Non-Interventional cardiology i.e. echo, stress echo, rhythm study and management                                     | 20%                                                                                                                                                                       | 30%                                | 50%                                                                      | 80%       | 85%       | 85% completion of training for Lautoka and Labasa hospital staff (doctors, nurses, radiographers) – in non-interventional cardiology | MoHMS         |
|                                                                                                                       |                                                                                                                                                                           | 1                                  | 1                                                                        | 1         |           | 3 new portable echo – for non-interventional cardiology                                                                              | MoHMS         |
| Interventional cardiology i.e. angiography, angioplasty                                                               | 20%                                                                                                                                                                       | 30%                                | 50%                                                                      | 80%       | 85%       | 85% completion of training for Lautoka and Labasa hospital staff (doctors, nurses, radiographers) in interventional cardiology       | MoHMS,        |
| Cervical and breast cancer                                                                                            | 23%                                                                                                                                                                       | 30%                                | 36%                                                                      | 43%       | 50%       | 50% cervical cancer screening coverage rate                                                                                          | MoHMS         |





| PROGRAMME                                                                      | ANNUAL TARGET     |                   |                   |                   |                   | TOTAL OUTPUT EXPECTED                                                                                | LEAD AGENCIES                                       |
|--------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
|                                                                                | 2017-2018         | 2018-2019         | 2019-2020         | 2020-2021         | 2021-2022         |                                                                                                      |                                                     |
| IMCI Programme                                                                 | ≥77%              | ≥83%              | ≥89%              | ≥95%              | ≥95%              | Average adherence to IMCI guidelines in health facilities >95%                                       | MoHMS                                               |
| Reduce Maternal Mortality ratio                                                | <39.2 (<8 deaths) | <39.2 (<8 deaths) | <39.2 (<8 deaths) | <39.2 (<8 deaths) | <39.2 (<8 deaths) | Maternal Mortality Ratio/100,000 Live Births >39                                                     | MoHMS                                               |
| Mother Safe Hospital Initiatives                                               | 68%               | >80%              | >80%              | >80%              | > 80%             | Average % adherence to Mother Safe Hospital Initiative (MSHI) standards in divisional hospitals >80% | MoHMS                                               |
| <b>Communicable Disease and Disaster Prevention, Surveillance and Response</b> |                   |                   |                   |                   |                   |                                                                                                      |                                                     |
| Prevention, treatment and care of HIV and AIDS                                 | >90%              | >90%              | >90%              | >90%              | >90%              | >90% of people with diagnosed HIV infection will receive sustained antiretroviral therapy            | MoHMS                                               |
| Tuberculosis: government contribution - Global Fund)                           | ≥85%              | ≥85%              | ≥85%              | ≥85%              | ≥85%              | Tuberculosis treatment success rate >85%                                                             | MoHMS                                               |
| Neglected tropical diseases.                                                   | 50%               | 70%               | 90%               | 100%              | 100% Maintain     | 100% completion of prioritized items on the action plan for each NTD                                 | MoHMS                                               |
| Neglected tropical diseases.                                                   | 50%               | 70%               | 90%               | 100%              | 100% Maintain     | 100% completion of prioritized items on the action plan for each NTD                                 | MoHMS                                               |
| Incidence of Leptospirosis per 100,000 population                              | 9.10%             | 7.40%             | 5.70%             | 4%                | 2%                | Case fatality rate for Leptospirosis ≤2%                                                             | MoHMS                                               |
| Incidence of dengue fever per 100,000 population                               | 0.7%              | 0.61%             | 0.55%             | 0.5%              | <0.4%             | Case fatality rate for dengue fever <0.4%                                                            | MoHMS                                               |
| Incidence of leprosy per 100,000 population                                    | <1 per 100,000    | <1 per 100,000    | <1 per 100,000    | <1 per 100,000    | <1per 100,000     | Incidence of leprosy per 100,000 population <1                                                       | MoHMS                                               |
| Prevalence of lymphatic Filariasis                                             | <1%               | <1%               | <1%               | <1%               | <1%               | Prevalence of lymphatic Filariasis <1%                                                               | MoHMS                                               |
| Typhoid Prevention and Outcome                                                 | ≤0.43             | ≤0.38             | ≤0.33             | ≤0.28             | ≤0.24             | Typhoid admission ratio (No. of admissions/No. of confirmed cases) < 0.24%                           | MoHMS                                               |
| Food Safety Control                                                            | 80%               | 85%               | 90%               | 90%               | 90% Maintain      | 90% of restaurants within rural local authorities graded A, B, or C for food safety standards        | MoHMS/ Food Unit in collaboration with BAF and FRCS |

| PROGRAMME                                                                            | ANNUAL TARGET     |                   |                    |                                  |                                  | TOTAL OUTPUT EXPECTED                                                                                                               | LEAD AGENCIES |
|--------------------------------------------------------------------------------------|-------------------|-------------------|--------------------|----------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                      | 2017-2018         | 2018-2019         | 2019-2020          | 2020-2021                        | 2021-2022                        |                                                                                                                                     |               |
| Prevention and control of Pest                                                       | 90%               | 90%               | 92%                | 95%                              | ≥95% Maintain                    | 95% of high risk communities in rural Local Authority areas meeting vector surveillance standards                                   | MoHMS, MoA    |
| International Health Regulation Implementation                                       | 80% minimum IHRCC | 90% minimum IHRCC | 100% minimum IHRCC | ≥CL2                             | ≥CL2                             | Average Capability Level (ACL) for all International Health Regulation (IHR) core capacity requirements at ports of entry >CL2      | MoHMS, AFL    |
| <b>Quality and Continuum of Health Services</b>                                      |                   |                   |                    |                                  |                                  |                                                                                                                                     |               |
| Inclusive Primary Healthcare                                                         | 1452[92%]         | 1483[95%]         | 1514[96%]          | 1545[98%]                        | 1563[100%]                       | 100% of active community health workers trained in CHW core competencies                                                            | MoHMS         |
| Laboratory Quality Management System                                                 | 80%               | 85%               | 90%                | >90%                             | >90%                             | Average compliance rate of laboratories based on the Laboratory Quality Management System (LQMS) >90%                               | MoHMS         |
| Staffing needs (doctors)                                                             | 1,023             | 1,173             | 1,323              | 1,473                            | 1,623                            | Ratio of active doctors per 10,000 population - 10                                                                                  | MoHMS         |
| Staffing needs (nurses)                                                              | 3,079             | 3,279             | 3,479              | 3,679                            | 3,879                            | Ratio of active nurses per 10,000 population – 55                                                                                   | MoHMS         |
| Implementation of in-service training plan (Capacity Building/ Specialized training) | 100%              | 100%              | 100%               | 100%                             | 100%                             | 272 staff trained                                                                                                                   | MoHMS         |
| <b>Health Information, Monitoring and Evaluation</b>                                 |                   |                   |                    |                                  |                                  |                                                                                                                                     |               |
| <i>Design and Software</i>                                                           |                   |                   |                    |                                  |                                  |                                                                                                                                     |               |
| Expand coverage of electronic patient management information systems in facilities   | 17 [71%]          | 24 [100%]         | 24 [100%]          | 24 [100%]                        | 24 [100%] Maintain               | 100% of hospitals using a fully functional PATIS plus system                                                                        | MoHMS         |
| Integrated surveillance systems                                                      | Develop system    |                   |                    | System fully operational by 2020 | System fully operational by 2020 | Integrated surveillance system meets user-defined requirements for integration, completeness, timeliness, accuracy, and ease-of-use | MoHMS         |



| PROGRAMME                                                                                                                            | ANNUAL TARGET                                |                           |                            |                                 |                 | TOTAL OUTPUT EXPECTED                                                                                                                     | LEAD AGENCIES |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------|----------------------------|---------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                                                                      | 2017-2018                                    | 2018-2019                 | 2019-2020                  | 2020-2021                       | 2021-2022       |                                                                                                                                           |               |
| Improve availability and consistency of key health data and statistics                                                               | 100%                                         | 100%                      | 100%                       | 100%                            | 100% Maintain   | 100% of MoHMS mortality records coded and submitted to the Fiji Bureau of Statistics                                                      | MoHMS         |
| Improve Medical Supplies Inventory Management System at all levels                                                                   |                                              | 60% System Implementation | 100% System Implementation |                                 |                 | Medical Supplies Inventory Management System                                                                                              | MoHMS         |
| <i>Survey, Research and M&amp;E</i>                                                                                                  |                                              |                           |                            |                                 |                 |                                                                                                                                           |               |
| Survey: 10-year costed survey plan e.g. NCD Steps, NNS, Oral Health                                                                  | Develop plan                                 | Update annually           | Update annually            | Update annually                 | Update annually | 10-year costed survey plan covering all priority health topics, prepared and updated annually                                             | MoHMS         |
| Research e.g. applied research: mortality trends, etc.                                                                               | 24%                                          | 36%                       | 48%                        | 60%                             | 72%             | 72% of MoHMS-approved research datasets available electronically through the National Data Repository with corresponding levels of access | MoHMS         |
| Monitoring and Evaluation                                                                                                            | 81%                                          | 88%                       | 94%                        | 100%                            | 100% Maintain   | 100% of MoHMS national-level indicators that have complete, accurate metadata                                                             | MoHMS         |
| <b>Supply Chain Management and Infrastructure</b>                                                                                    |                                              |                           |                            |                                 |                 |                                                                                                                                           |               |
| Supply Chain Management Reform (FPBS): Establish functional supply chain management system to improve medicinal product availability | 84%                                          | 86%                       | 88%                        | ≥90%                            | ≥90%            | Avg. 90% availability of tracer products in targeted facilities                                                                           | MoHMS         |
| <i>Infrastructure</i>                                                                                                                |                                              |                           |                            |                                 |                 |                                                                                                                                           |               |
| Divisional                                                                                                                           | 1 (National Radiotherapy Centre at the CWMH) |                           |                            | 1 (Extension of CWMH Maternity) |                 | 1 National Radiotherapy Centre at the CWMH-2017<br>1 Extension of CWM Maternity Unit                                                      | MoHMS         |

| PROGRAMME                                                                    | ANNUAL TARGET                             |                                                            |                                                   |               |                                        | TOTAL OUTPUT EXPECTED                                                                                                                                                                                                                                                                   | LEAD AGENCIES |
|------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------|---------------------------------------------------|---------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                              | 2017-2018                                 | 2018-2019                                                  | 2019-2020                                         | 2020-2021     | 2021-2022                              |                                                                                                                                                                                                                                                                                         |               |
| Sub-Divisional:                                                              | 1 (Ba)                                    |                                                            |                                                   | 1 (Navosa)    | 1 (Nausori)<br>1 (Valelevu)            | 1 new hospital – Ba<br><br>1 Construction of Navosa Sub-divisional hospital<br><br>1 Construction of New Nausori Hospital<br><br>1 health centre upgrade to sub-divisional hospital –Valelevu                                                                                           | MoHMS         |
| Health Centres                                                               | 1 (Nakasi)                                |                                                            |                                                   | 1 (Votualevu) | 1 (CBD Nadi)<br>1 (West of Lautoka)    | 4 New Health Centres (Nakasi, CBD Nadi, west of Lautoka and Votualevu)                                                                                                                                                                                                                  | MoHMS         |
| Mataika House (Upgrade of Public Health Laboratory)                          |                                           | Public Health Laboratory Upgrade                           |                                                   |               |                                        | Public Health Laboratory upgraded                                                                                                                                                                                                                                                       | MoHMS         |
| FPBS                                                                         | 1 (Maintenance of existing FPBS Property) | 1 (Upgrading of FPBS In-house Infrastructure and Facility) | 1 (Construction of Cold Chain Equipment workshop) |               | 2 New Warehouse facility (West, North) | 1 Maintenance of existing FPBS Property<br><br>1 Upgrading of FPBS In-house Infrastructure and Facility (e.g. cold storage space, new fork lift, new shelves, floor painting, etc)<br><br>1 Construction of Cold Chain Equipment workshop<br><br>2 New Warehouse facility (West, North) | MoHMS         |
| <b>Supply Chain Management</b>                                               |                                           |                                                            |                                                   |               |                                        |                                                                                                                                                                                                                                                                                         |               |
| Development and Implementation of Supply Chain Management Reform (FPBS) Plan | 40%                                       | 80%                                                        | 100%                                              | 100%          | 100%                                   | Situational Analysis – 2017-2018<br>Implementation of recommendations – 2017-2019                                                                                                                                                                                                       | MoHMS         |
| <b>Health Financing Strategy and Reform</b>                                  |                                           |                                                            |                                                   |               |                                        |                                                                                                                                                                                                                                                                                         |               |
| <i>Establish sustainable financing of the health system</i>                  |                                           |                                                            |                                                   |               |                                        |                                                                                                                                                                                                                                                                                         |               |
| Develop National Health Accounts (NHA)                                       | 1                                         | 1                                                          | 1                                                 | 1             | 1                                      | 5 Annual NHA produced                                                                                                                                                                                                                                                                   | MoHMS         |
| Develop Health Financing Strategy                                            |                                           |                                                            |                                                   | 1             | Implement Phase 1                      | Strategy/model completed                                                                                                                                                                                                                                                                | MoHMS         |

| PROGRAMME                      | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED                                                                     | LEAD AGENCIES |
|--------------------------------|---------------|-----------|-----------|-----------|-----------|-------------------------------------------------------------------------------------------|---------------|
|                                | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                                           |               |
| Improve Efficiency             |               |           |           |           |           |                                                                                           |               |
| Costing Studies                | 2             |           |           |           |           | Efficiency analysis - Divisional Hospitals, Health Centres - 2017 Health programmes -2018 | MoHMS         |
| Survey – health services usage |               | 1         |           |           |           | Survey conducted - 2018 Implemented - 2019                                                | MoHMS         |

AFC: Average Capability Level; BAF: Biosecurity Authority of Fiji; BFHI: Baby Friendly Hospital Initiative; CBD: Central Business District; CHW: Community Health Worker; CL: Capability Level; CWMH: Colonial War Memorial Hospital; ED: Emergency Department; FPBS: Fiji Pharmaceutical & Biomedical Services; FRCS: Fiji Revenue & Customs Services; IEC: Information, Education and Communication; IHRCC: International Health Regulation Core Competencies; IMCI: Integrated Management of Childhood Illness; mbGAP: Mental Health Gap Action Programme; MoA: Ministry of Agriculture; MoHMS: Ministry of Health and Medical Services; MSHI: Mother Safe Hospital Initiative; NNS: National Nutrition Survey; OT: Operation Theatre; PATIS: Patient Information System;

## Key Performance Indicators

| INDICATOR                                                                                                  | 2015                                           | 2016              | 2017  | 2018  | 2019  | 2020 | 2021   |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------|-------|-------|-------|------|--------|
| Premature mortality due to NCDs (< age 70 years) (SDG 3.4)                                                 | 68.2%                                          |                   |       |       |       |      | 49.7%  |
| Population prevalence of diabetes (SDG 3.4)                                                                | 30%                                            |                   |       |       |       |      | <30%   |
| Reduce Maternal Mortality ratio (SDG 3.1)                                                                  | 39.2 (8 deaths)                                | <39.2 (<8 deaths) |       |       |       |      |        |
| Reduce Neonatal Mortality (SDG 3.2)                                                                        | 7.2                                            | 6.6               | 6     | 5.5   | <5    | <5   | <5     |
| Perinatal mortality rate per 1,000 total births(SDG 3.2)                                                   | 12.7                                           |                   |       |       |       |      | < 10.7 |
| Prevalence of anaemia in pregnancy at booking                                                              | 31.1%                                          |                   |       |       |       |      | < 22%  |
| % of live births with low birth weight (SDG 2.2)                                                           | 6.3%                                           |                   |       |       |       |      | < 5%   |
| Infant mortality rate per 1,000 live births (SDG 3.2)                                                      | 13.8                                           |                   |       |       |       |      | < 8    |
| Under 5 mortality rate per 1,000 live births (SDG 3.2)                                                     | 18.0                                           | 15.6              | 14.4  | 13.2  | < 12  | < 12 | < 12   |
| No. and % of health facilities meeting minimal standards for emergency and disaster preparedness (SDG 3.d) | 3 divisional hospitals<br>16 sub-div hospitals |                   |       |       |       |      | > 75%  |
| Incidence of leprosy per 100,000 population                                                                | 0.35 per 100,000                               | <1 per 100,000    |       |       |       |      |        |
| Prevalence of lymphatic Filariasis                                                                         | >1                                             | <1%               |       |       |       |      |        |
| Case fatality rate for Leptospirosis                                                                       | 12.5%                                          | 10.80%            | 9.10% | 7.40% | 5.70% | 4%   | 4%     |

| INDICATOR                                                                                              | 2015                                           | 2016  | 2017 | 2018  | 2019  | 2020   | 2021                                         |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------|-------|------|-------|-------|--------|----------------------------------------------|
| Case fatality rate for typhoid                                                                         | 3.5%                                           |       |      |       |       |        | < 1%                                         |
| Case fatality rate for dengue fever                                                                    | 0.8%                                           | 0.74% | 0.7% | 0.61% | 0.55% | < 0.5% | < 0.5%                                       |
| Prevalence rate of tuberculosis per 100,000 population (SDG 3.3)                                       | 57                                             |       |      |       |       |        | 77                                           |
| Total number of confirmed HIV cases (SDG 3.3)                                                          | 610                                            |       |      |       |       |        | < 900                                        |
| Ratio of skilled healthcare workers (doctors, nurses, midwives) per 10,000 population (SDG 3.c)        | Doctors – 6.6<br>Nurses – 27<br>Midwives – 3.4 |       |      |       |       |        | Doctors – 10<br>Nurses – 55<br>Midwives – 16 |
| Average availability of selected essential medicines in public and private health facilities (SDG 3.8) | 80%                                            |       |      |       |       |        | > 90%                                        |
| Current health expenditure per capita, current FJD                                                     | 358.40                                         |       |      |       |       |        | 447.50                                       |
| General government expenditure on health as a proportion of general government expenditure             | 11.9%                                          |       |      |       |       |        | 10%                                          |
| Ratio of household out-of-pocket payments for health to current health expenditure                     | 25.3%                                          |       |      |       |       |        | 20%                                          |



### 3.1.7 SOCIAL INCLUSION AND EMPOWERMENT

#### *“A socially inclusive Fiji and empowered Fijians”*

Social inclusion and empowerment is a cross cutting issue that will be addressed through a multidimensional approach with strategic interventions.

Extreme poverty and hunger do not exist in Fiji due to the availability of agricultural and fisheries products and the existence of a sharing culture. Income poverty is also on a declining trend. Spending power and basic living standards have been secured for all Fijians through the provision of free water, electricity, education, medicine and health services; the bus-fare subsidy; housing assistance; and social protection initiatives such as food vouchers and the social pension scheme. Opportunities for income generation and better employment also have

raised income levels and standards of living in the country.

Over the next 5 years, the government will ensure that every Fijian is provided with the basic amenities of life. Social inclusion programmes such as the poverty benefit scheme, welfare graduation programme and social pension scheme will be maintained. Targeted assistance will be provided to the vulnerable, including children living in poverty, children in orphanages and foster care, people with disabilities and special needs, and the elderly.

A major focus in the years ahead will be to support MSMEs and other self-employment initiatives to ensure all Fijians have a stable source of income. Major government initiatives will ensure that the guarantee of socio-economic rights in the Constitution is realised. This will empower Fijians to become self-reliant. Government will ensure that prosperity is shared and all development is inclusive.



## Goal, Policies and Strategies

| Goal: A socially inclusive Fiji and empowered Fijians.                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                 | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Promote a caring environment where everyone is safe and protected.                       | <ul style="list-style-type: none"> <li>• Strengthen data gathering for baseline studies and analyses of the needs of children, elderly, people with disabilities and assessments of poverty.</li> <li>• Review state social protection systems for the protection and care of vulnerable groups.</li> <li>• Review and, if needed, enhance education, employment, trade, fiscal and other government policies as they impact vulnerable groups and social empowerment programmes.</li> <li>• Implement, monitor and review legislation relating to the principles and provisions of the Convention on the Rights of the Child, Convention on the Rights of Older Persons, Convention on the Rights of Persons with Disability and other relevant international instruments.</li> <li>• Encourage in-family support for the elderly.</li> </ul> |
| Improve the lives of vulnerable people (elderly, children and those with special needs). | <ul style="list-style-type: none"> <li>• Strengthen empowerment programmes to build capacity among vulnerable groups and create access to productive resources to facilitate migration from welfare to workfare.</li> <li>• Continue to engage with faith based organisations and NGOs in promoting family values and social cohesion.</li> <li>• Promote greater integration and participation of vulnerable people in decision-making and community affairs.</li> <li>• Increase labour force participation and self-employment of older persons and those with special needs.</li> <li>• Provision of post-traumatic counselling services for the vulnerable groups after natural disasters including the identification and mapping of communities that are most vulnerable to disasters.</li> </ul>                                       |

## Programmes and Projects

| PROGRAMME                                                     | 2017-2018 | 2018-2019                                                       | 2019-2020 | 2020-2021 | 2021-2022 | TOTAL OUTPUT EXPECTED                                           | LEAD AGENCIES |
|---------------------------------------------------------------|-----------|-----------------------------------------------------------------|-----------|-----------|-----------|-----------------------------------------------------------------|---------------|
| <b>Social Empowerment</b>                                     |           |                                                                 |           |           |           |                                                                 |               |
| Community Development Programme (CDP)                         | 4         | 4                                                               | 4         | 4         | 4         | 1 CDP per Division conducted per year.                          | MWCPA         |
| Awareness Programme on Child Safety (APCS)                    | 4         | 4                                                               | 4         | 4         | 4         | 1 APCS per Division conducted per year.                         | MWCPA         |
| Awareness Programme Safety and Care of Older Persons (APSCOP) | 4         | 4                                                               | 4         | 4         | 4         | 1 APSCOP per Division per year.                                 | MWCPA         |
| Older Persons Volunteer / Employment Scheme                   |           | Formulation and Implementation of Volunteer programme           |           |           |           | Volunteer Programme formulated and implemented                  | MWCPA         |
| Vocational/ Skill Training Programme for Older Persons        |           | Formulation and Implementation of Vocational Training programme |           |           |           | Vocational/ Skill Training Programme formulated and implemented | MWCPA         |
| Sporting and recreation programmes for older persons          | 1         | 1                                                               | 1         | 1         | 1         | 1 sporting programme per year.                                  | MWCPA         |

| PROGRAMME                                                         | 2017-2018                    | 2018-2019                    | 2019-2020                    | 2020-2021                    | 2021-2022                    | TOTAL OUTPUT EXPECTED                                                           | LEAD AGENCIES |
|-------------------------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---------------------------------------------------------------------------------|---------------|
| <b>Social Protection</b>                                          |                              |                              |                              |                              |                              |                                                                                 |               |
| Poverty Benefit Scheme (PBS) (Recipients)                         | 24,500                       | 24,450                       | 24,400                       | 24,350                       | 24,300                       | PBS recipients reduced by 50 per year from 2018                                 | MWCPA         |
| Child Protection Allowance (KC <sup>12</sup> , RC <sup>13</sup> ) | KC= 3,254<br>RC= 120         | KC= 3,254<br>RC= 120         | KC= 3,254<br>RC= 120         | KC= 3,254<br>RC= 120         | KC= 3,254<br>RC= 120         | KC= 3,254 per year<br>RC= 120 per year<br><br>Levels are maintained or reduced. | MWCPA         |
| Social Pension Scheme (No. of recipients)                         | 34,000                       | 34,000                       | 34,200                       | 34,500                       | 35,000                       | 35,000 per year                                                                 | MWCPA         |
| Food Voucher Programme (FVP) for pregnant mothers                 | 2,500                        | 2,500                        | 2,500                        | 2,500                        | 2,500                        | 2,500 mothers per year                                                          | MWCPA         |
| Welfare Graduation Programme (WGP)                                | 200 Assisted<br>30 graduated | 200 Assisted<br>30 graduated | 200 Assisted<br>30 graduated | 200 Assisted<br>50 graduated | 200 Assisted<br>50 graduated | 200 assisted every year through WGP                                             |               |
| Database                                                          |                              |                              |                              |                              |                              |                                                                                 |               |
| Fiji National Census 2017                                         | 1                            | 1                            |                              |                              |                              | 2017 National Census Report                                                     | FBoS          |
| Household Income and Expenditure Survey (HIES) 2019               |                              |                              |                              | 1                            |                              | HIES 2019 Report                                                                | FBoS          |
| <b>Administration, Monitoring and Assessment</b>                  |                              |                              |                              |                              |                              |                                                                                 |               |
| Review of the National Ageing Policy (2011-2015)                  |                              | 1                            |                              |                              |                              | Reviewed Ageing Policy                                                          | MWCPA         |
| Establish Administration arm for (NCOP)                           |                              | 1                            |                              |                              |                              | Expansion in HR for NCOP                                                        | MWCPA         |
| Develop National Policy for Children                              |                              | 1                            |                              |                              |                              | National Policy for Children developed                                          | MWCPA         |

FBoS: Fiji Bureau of Statistics; MWCPA: Ministry of Women and Children & Poverty Alleviation; NCOP: National Council of Older Persons.

12. Kinship care

13. Residential care.

## Key Performance Indicators

| INDICATOR                                          | 2015              | 2021 |
|----------------------------------------------------|-------------------|------|
| Incidence of national poverty (%) (HIES) (SDG 1.2) | 28.1              | 22   |
| Rural poverty (%) (SDG 1.2)                        | 36.7              | 25.6 |
| Urban poverty (%) (SDG 1.2)                        | 19.8              | 13.8 |
| Poverty gap <sup>14</sup> (%) (SDG 1.2)            | 3.1 <sup>15</sup> | 2.2  |

14. The poverty gap is the mean shortfall from the poverty lines (counting the non-poor as having zero shortfalls) as a percentage of the poverty lines. This measure reflects the depth of poverty as well as its incidence.

15. According to the 2008-2009 HIES, the Poverty Gap is 3.1% of GDP.



### 3.1.8 YOUTH AND SPORTS DEVELOPMENT

***“Empowering youth to be agents of change and promoting sports for development”***

#### YOUTH DEVELOPMENT

Fiji is a young country with around 62 percent of the population below the age of 35. Effective engagement of youth in the economy, society and the political sphere will stimulate growth and development. Government will ensure that educational, employment and leadership opportunities are provided to young Fijians. This is a cross-cutting issue that has been also addressed throughout other thematic areas.

In the next 5 years, initiatives will be strengthened for training, empowerment and awareness programmes for youth in areas such as entrepreneurship, leadership, climate change and sexual health awareness. Financial support will continue to be made available for voluntary organisations in these areas.

Support will be provided for the establishment of MSMEs for rural and urban youth. This will create self-employment opportunities and develop entrepreneurial skills. The National Employment Centre will continue to provide the “one-stop shop” service to assist employment seekers to find jobs.

Initiatives that empower youth and encourage their participation in national policy development will continue, such as the International Youth Exchange Programme, National Youth Conference and Youth Parliament initiative.



#### SPORTS DEVELOPMENT

Sports has played a key role in building social cohesion and has improved Fiji's image globally. It has also supported improvements in health and well-being and generated employment opportunities for many Fijians. Remittance inflows from Fijian sports people overseas have been a good source of foreign exchange earnings and income support for many families.



Photo credit: Bruce Southwick, Zoom Fiji

There is a huge potential to harness our sporting prowess and transform sports into a major income-generating sector. Over the next 5 years, emphasis will be placed on developing elite sportspersons and modernising and building new state-of-the-art facilities. Support services associated with the professional development of sports will be strengthened. This includes sports education and the development of qualified sports trainers and coaches. Sports psychology, sports science and sports medicine will also be part of the tertiary curriculum. An increased participation in sports by all Fijians will contribute to reducing our increasing levels of NCDs and obesity.

Fiji will bid to host major regional and international sporting events, including the 2023 Pacific Games and 2026 Commonwealth Games. Government will continue to invest in the upgrading and maintenance of sporting infrastructure and facilities to raise them to international standards. Such investments will strengthen Fiji's attractiveness as a host for future international events and encourage sports tourism.

A National Sports Academy will be established to support the development of future sportspersons. Sports development will include talent identification, specialised training, exposure to specialised coaching and training methods, and management of sports injuries and dietary programmes.



## Goal, Policies and Strategies

| Goal: Empowering youth to be agents of change and promoting sports for development.                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                       | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Develop youth to become productive and participatory, and thereby increase their influence in decision-making. | <ul style="list-style-type: none"> <li>• Support youth community-based capacity building programmes on entrepreneurship development and skills-based training under Ministry of Youth and Sports (MYS) and other relevant agencies.</li> <li>• Promote youth issues and youth participation in leadership and decision-making processes at all levels through Annual National Youth Conferences, Youth Parliament initiatives and national dialogue forums for youths.</li> <li>• Support the provision of leadership training under the iTaukei Affairs Board for rural youth and promote the participation of youth in local community development forums.</li> <li>• Initiate collaborative strategies between government and communities to increase the capacity and engagement of Fiji's youth in the community and economy.</li> <li>• Educate youth on decision-making and leadership in government through a systematic awareness programme on the founding principles of democracy as in the Constitution and the National Youth Policy in partnership with the Elections Office, the Electoral Commission and UNDP.</li> <li>• Support business leadership through systematic training on Small Business Entrepreneurial training in partnership with RBF under the Financial Inclusion and Literacy Programme.</li> </ul> |
| Promote the education and training of young people to secure decent employment.                                | <ul style="list-style-type: none"> <li>• Support the development and empowerment of youth through education and training in schools and tertiary institutions.</li> <li>• Support the establishment of small and micro-enterprise projects for youth in rural and urban centres.</li> <li>• Enhance job-skills through better education and strengthening of the National Employment Centre.</li> <li>• Promote technical and vocational and lifelong skills training for youth, as in Chapter 3.1.5 (Education).</li> <li>• Expand training programmes at Youth Training Centres (YTC) to accommodate non-formal education programmes as in the National Non-Formal Education Policy.</li> <li>• Improve the training programmes to meet labour market needs and increase the returns on investments in training.</li> <li>• Explore partnerships with foreign partners to modernise youth training programmes and training centres through MOUs.</li> <li>• Strengthen the promotion of youth development and training through the implementation of the Plan of Action as agreed and endorsed by either local or international parties in MOUs.</li> </ul>                                                                                                                                                                         |
| Improve young people's personal health, hygiene and healthy lifestyles.                                        | <ul style="list-style-type: none"> <li>• Implement the strategies as in Chapter 3.1.5 (Health and Medical Services).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Develop a productive and healthy nation through a systematic and coordinated sports development programme.     | <ul style="list-style-type: none"> <li>• Coordinate with Ministry of Education on the enhancement of the physical education and sports programmes in schools and tertiary institutions.</li> <li>• Promote mental and physical literacy and well-being in partnership with the Ministry of Health and Education.</li> <li>• Promote sports tourism in partnership with the Ministry of Tourism and other national sporting organizations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Promote the enabling environment that develops local athletes into elite athletes.                             | <ul style="list-style-type: none"> <li>• Review current development programmes with National Sporting Organisations (NSOs) and develop an overarching National Sports Talent Identification and Development Programme to strengthen it.</li> <li>• Funding provision for the hire of international coaches in annual budgetary allocation.</li> <li>• Provision of sports grants to NSOs.</li> <li>• Establishment of the National Academy of Sports.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Provide every citizen with access to proper sporting facilities.                                               | <ul style="list-style-type: none"> <li>• Review government tax incentives on sports sponsorship for national sporting federations.</li> <li>• Continue with construction of rural sports complex projects.</li> <li>• Continue with rural sports ground field projects.</li> <li>• Continue with upgrade of Fiji Sports Council's facilities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ensure that young children receive proper teaching in physical education.                                      | <ul style="list-style-type: none"> <li>• Review physical education curriculum in primary and secondary schools.</li> <li>• Ensure girls and boys participate equally in sporting activities and have access to facilities.</li> <li>• Implementation of the Fiji National Sports Commission sports outreach program.</li> <li>• Encourage tertiary institutions to incorporate sports specific subjects into courses and programmes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## Programmes and Projects

| PROGRAMME                                                       | ANNUAL TARGET                                                     |                                                                                     |                                                                                                                                                                                     |                                                    |                                                               | TOTAL OUTPUT EXPECTED                    | LEAD AGENCIES       |
|-----------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------|------------------------------------------|---------------------|
|                                                                 | 2017-2018                                                         | 2018-2019                                                                           | 2019-2020                                                                                                                                                                           | 2020-2021                                          | 2021-2022                                                     |                                          |                     |
| Youth Training Centres<br>(Number of trainees)                  | 175                                                               | 175                                                                                 | 175                                                                                                                                                                                 | 212                                                | 286                                                           | 1023                                     | MYS                 |
| Number of training centres upgraded and new centres established | 5 YTC -Nasau, Yavitu, Valelevu, Naleba, Naqere                    |                                                                                     | 1 new Ra Province                                                                                                                                                                   | 2 new Naitasiri and Bua Province                   | 2 new-Nadarivatu and Nasinu Peri-Urban                        | 5 - Upgraded<br>5 New Centres            |                     |
| Training and youth development programmes (number trained)      | 670                                                               | 700                                                                                 | 700                                                                                                                                                                                 | 750                                                | 750                                                           | 3570                                     |                     |
| Duke of Edinburgh International Awards                          | 325                                                               | 325                                                                                 | 400                                                                                                                                                                                 | 400                                                | 400                                                           | 1850                                     |                     |
| Youth Family Garden                                             | 100                                                               | 100                                                                                 | 120                                                                                                                                                                                 | 120                                                | 150                                                           | 590                                      |                     |
| Mobile Skills Training                                          | 360                                                               | 400                                                                                 | 400                                                                                                                                                                                 | 400                                                | 400                                                           | 1960                                     |                     |
| Youth Clubs Registration (number registered)                    | 190                                                               | 190                                                                                 | 190                                                                                                                                                                                 | 190                                                | 190                                                           | 950                                      |                     |
| Youth Empowerment Programme (recipients)                        | 630                                                               | 630                                                                                 | 630                                                                                                                                                                                 | 630                                                | 630                                                           | 3150                                     |                     |
| Sports Infrastructure Development                               |                                                                   |                                                                                     |                                                                                                                                                                                     |                                                    |                                                               |                                          |                     |
| Construction of rural sports complex                            | (Works in Sawaieke, Gau; Vunisea, Kadavu and Vunidawa, Naitasiri) | 2 (Works to be completed in Sawaieke, Gau; Vunisea, Kadavu and Vunidawa, Naitasiri) | Works in Korovou, Tailevu and Keiyasi, Nadroga and completion of Vunidawa in Naitasiri)                                                                                             | Works in Korovou, Tailevu and Keiyasi, Nadroga)    | Completion of works in Korovou, Tailevu and Keiyasi, Nadroga) | 5 Rural sports complexes constructed     | MYS                 |
| Rural sports ground fields                                      | 20                                                                | 15                                                                                  | 11                                                                                                                                                                                  | 11                                                 | 11                                                            | 68                                       | MYS                 |
| Major sports facility                                           |                                                                   |                                                                                     | Preliminary works to establish a Games Athletes Village inclusive of proper facilities and amenities to support our bid to host the 2023 Pacific Games and 2026 Commonwealth Games. | Phase 2 of athletes village project mplementation. | Phase 3 of athletes village project implementation.           | Games village constructed                | Fiji Sports Council |
| Sports Education                                                |                                                                   |                                                                                     |                                                                                                                                                                                     |                                                    |                                                               |                                          |                     |
| Sports outreach programme                                       | 7                                                                 | 7                                                                                   | 7                                                                                                                                                                                   | 7                                                  | 7                                                             | 35                                       | FNSC                |
| Sports scholarships                                             | 8                                                                 | 10                                                                                  | 10                                                                                                                                                                                  | 10                                                 | 10                                                            | 48                                       | FNSC                |
| Sporting Funding                                                |                                                                   |                                                                                     |                                                                                                                                                                                     |                                                    |                                                               |                                          |                     |
| International representation                                    | 1 (Gold Coast Commonwealth Games)                                 |                                                                                     | 2 (Rugby World Cup 2019, South Pacific Games 2019)                                                                                                                                  | 1 (Tokyo Olympics)                                 |                                                               | 4 Major international/ Global tournament | FNSC                |

| PROGRAMME                                                                        | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED                                                       | LEAD AGENCIES |
|----------------------------------------------------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------------------------------------------------------------------------|---------------|
|                                                                                  | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                             |               |
| National Sports Policy                                                           |               |           |           |           |           |                                                                             |               |
| Establishment of National sports talent identification and development programme |               | 1         |           |           |           | National sports talent identification and development programme established | FNSC          |
| Establishment of National sports academy                                         |               | 1         |           |           |           | National sports academy established                                         | FNSC          |

MYS: Ministry of Youth & Sports; YTC: Youth Training Centres; FNSC: Fiji National Sports Commission

## Key Performance Indicators

| INDICATOR                                                            | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------------------------|------|------|------|------|------|------|------|
| Unemployment rate (%) (SDG 8.5)                                      | 6.2  |      |      |      |      |      | 4    |
| At least three medals in Commonwealth Games and two in Olympic Games |      | 1    | 3    |      |      | 2    |      |
| Increase in gold medals from 33 to 43 in the Pacific Games           | 33   |      |      |      |      | 43   |      |

### 3.1.9 WOMEN IN DEVELOPMENT

#### ***“Empowering women to reach their full development potential”***

Women make up around half of Fiji’s total population. Their potential needs to be fully harnessed for the benefit of the entire nation. Government will provide equal opportunities for all, including the participation of women in education, leadership, and overall economic development, and will continue its strong efforts to eliminate violence against women. Past programmes have managed to attain gender parity for students. Female representation in Parliament increased at the last election and is now one of the highest in the Pacific region. Around 58 percent of SOEs have women representation at board level.

In the labour market, women account for over 40 percent of salary earners and 30 percent of wage earners. Equal opportunities in education, health and other social services will raise women’s participation in the workforce.

With legislative changes such as the introduction of the Domestic Violence Act, provisions in the Constitution and the reestablishment of the Elimination of Violence Against Women (EVAW) Task Force, government is working towards providing positive and innovative approaches to achieving gender equality and to eliminating discrimination and violence against women.

This Plan will provide women experiencing gender-based violence with access to greater help. Effective access to health services, specialist advocacy and counselling, police protection and the justice system will be strengthened. Prevention of gender-based violence will be a priority for government, and police, the NGO partners and donor agencies will continue to work in close partnership. As a signatory to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Beijing Declaration and Platform of Action in 1995, Fiji is dedicated to continue its commitment to ensure that women are included prominently in the development process.

In line with SDG 5, (Gender equality and empowerment of women), women’s participation in leadership and decision-making at all levels will be increased through strategies that generate greater economic participation, recognition of domestic workers, and elimination of discrimination due the importance of the biological reproductive role of women. Government will support the freedom of all women to participate in any profession they choose. Accordingly, policies will focus on encouraging shared decision-making in relationships, especially as they relate to family planning, child care, economic independence and choices of paid work.

Fiji will value women as an important resource and asset and recognise their right to enjoy a life free from violence and to access the entitlements and privileges guaranteed

under our Constitution unencumbered by discrimination, culture or oppressive religious interpretation.

Government will continue to work with regional partners and civil society (including faith-based organisations) in the empowerment and development of women. Resources will be provided to women's groups to support income-generating projects. The National Women's Expo, sponsored by government, will continue to focus on marketing products produced by women for the local and international market.

Over the Plan period, government will create a gender-fair society that protects and promotes the rights of women. This will be realised through the implementation of the Women's Plan of Action and the National Gender Policy over the next five years.



## Goal, Policies and Strategies

| <b>Goal: Empowering women to reach their full development potential.</b>                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                              | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Increase women's participation in formal sector employment.                                                  | <ul style="list-style-type: none"> <li>• Review labour and employment laws and human resource development as per the National Gender Policy and ensure equal access of men and women to formal sector employment.</li> <li>• Examine wage differentials and the drivers of inequity in wage setting and informal sector employment.</li> <li>• Review agriculture policies and laws with a view to enabling men and women to benefit equally from all government assistance.</li> <li>• Review women's access to income-generating activities including programmes under the Women's Plan of Action.</li> <li>• Promote women's equal access to public services and programmes.</li> </ul> |
| Increase women's representation at all levels of government and civil society.                               | <ul style="list-style-type: none"> <li>• Collect sex disaggregated data to inform women's participation in leadership and decision-making and to assist in monitoring and evaluation of gender strategies.</li> <li>• Introduce or strengthen women's empowerment programmes in rural areas through leadership and decision-making training, awareness of human and indigenous rights issues, and health needs.</li> <li>• Promote girls' training and participation in "traditional male's occupations" such as engineering and technical trade.</li> <li>• Place more focus on women's leadership training, sponsorship, special assignments, mentoring and coaching.</li> </ul>         |
| Eliminate violence against women and children through responsive policing and coordinated referral networks. | <ul style="list-style-type: none"> <li>• Devise an effective strategy for improved policing in response to violence against women and girls.</li> <li>• Ensure best practice responses are adhered to when responding to victims of intimate partners and to sexual violence against women.</li> <li>• Develop service delivery protocols by the Ministry of Women &amp; Children and Poverty Alleviation (MWCPA) in conjunction with the Fiji Police Force and Ministry of Health and Medical Services to clarify roles and referral pathways for all service providers and NGOs.</li> </ul>                                                                                              |
| Improve women's access to all social services.                                                               | <ul style="list-style-type: none"> <li>• Ongoing review of the effectiveness of the HIV/AIDS Decree in removing stigma and discrimination for those living with or affected by HIV and AIDS in relation to the right to employment, promotion and other employment opportunities.</li> <li>• Help strengthen the work of Non-Government Organisations in complementing government programmes under the Women's Plan of Action (WPA) and National Gender Policy.</li> </ul>                                                                                                                                                                                                                 |
| Review of legislation and policies.                                                                          | <ul style="list-style-type: none"> <li>• Review legislation and policies to enhance their relevance to women and gender equality. This will include the Family Law Act and Regulations, the Domestic Violence Decree, the Crimes Decree, the Criminal Procedure Decree, the Sentencing and Penalties Decree, the Child Welfare Decree, the Employment Relations Promulgation, the Constitutional Redress Rules, the Human Rights Commission Decree and the HIV/AIDS Decree.</li> </ul>                                                                                                                                                                                                     |



## Programmes and Projects

| PROGRAMME                                                                                                      | ANNUAL TARGET                                  |                                                  |                                                  |                                                  |                                                  | TOTAL OUTPUT EXPECTED                                                | LEAD AGENCIES                                                                 |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------|
|                                                                                                                | 2017-2018                                      | 2018-2019                                        | 2019-2020                                        | 2020-2021                                        | 2021-2022                                        |                                                                      |                                                                               |
| Implementation of the National Gender Policy and Women’s Plan of Action                                        |                                                |                                                  |                                                  |                                                  |                                                  |                                                                      |                                                                               |
| Legislation, policies and Plan as per the National Gender Policy revised to ensure gender equity is promoted.  | Review legislation and policies relating women |                                                  |                                                  |                                                  |                                                  | Revised Legislation and policies                                     | Ministry of Labour<br><br>Civil Service<br><br>Fiji Police Force<br><br>MoHMS |
| Increase ability of women and their access to income-generating activities through the Women’s Plan of Action. | 8<br><br>(2 IGPs in each Division)             | 12<br><br>(3 IGPs in each Division)              | 20 (5 IGPs in each Division)                     | 20 (5 IGPs in each Division)                     | 20 (5 IGPs in each Division)                     | 80 Income Generating Projects distributed (20 IGPs in each Division) | <br><br><br>Department of Women                                               |
| Review laws relating to eliminating violence against women and children as per the National Gender Policy.     | 1                                              | 2                                                | 1                                                | 1                                                | 2                                                | 7 Legislation reviewed                                               | MWCPA/ SG’s Office, Fiji Police Force<br><br>MoHMS                            |
| Collaboration and Partnerships with NGOs                                                                       |                                                |                                                  |                                                  |                                                  |                                                  |                                                                      |                                                                               |
| Declared Zero Tolerance Violence Free Community Projects                                                       | 5 (2 Central, 2 Western, 1 Northern)           | 10 (3 Central, 3 Western, 3 Northern, 1 Eastern) | 10 (2 Central, 4 Western, 2 Northern, 2 Eastern) | 10 (2 Central, 3 Western, 3 Northern, 2 Eastern) | 20 (5 Central, 5 Western, 5 Northern, 5 Eastern) | 55 communities declared ZTVFC                                        | MWCPA/ Fiji Police Force/ NGOs                                                |
| Establishment of GBV service delivery protocol for police and services responding to GBV                       | 1                                              |                                                  |                                                  |                                                  |                                                  | 1                                                                    | MWCPA<br><br>SGs Officer, FPF<br><br>MOHMS                                    |
| Overarching strategy developed by FPF to respond to GBV.                                                       |                                                | 1                                                |                                                  |                                                  |                                                  | 1                                                                    | FPF<br><br>MWCPA                                                              |

FPF: Fiji Police Force; IGP: Income Generating Projects; MOHMS: Ministry of Health & Medical Services; MWCPA: Ministry of Women & Children and Poverty Alleviation; SG's: Solicitor General's Office; GBV: Gender based Violence.

## Key Performance Indicators

| INDICATOR                                                                                             | ANNUAL TARGET |      |      |      |      |      |      |
|-------------------------------------------------------------------------------------------------------|---------------|------|------|------|------|------|------|
|                                                                                                       | 2015          | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| <b>Percentage of women in decision-making positions (SDG 5.5)</b>                                     |               |      |      |      |      |      |      |
| -Parliament (%) (SDG 5.5)                                                                             | 16            |      |      | 20   |      |      |      |
| -SOE Board Directors (%) SDG 5.5)                                                                     |               | 30   | 30   | 32   | 33   | 34   | 35   |
| -Ministries/ Departments (%)                                                                          | 18            | 18   | 20   | 22   | 23   | 24   | 25   |
| Proportion of women participating in paid employment (%)                                              | 34.7          | 35   |      |      |      |      | 40   |
| Numbers of women participating in National Women's Expos achieving Fiji Made status for their product | 43            | 43   | 45   | 50   | 55   | 60   | 65   |

### 3.1.10 CULTURE AND HERITAGE

#### ***“Protection and promotion of unique Fijian cultural heritage for sustainable development”***

Cultural heritage provides an irreplaceable identity for communities and individuals. Fiji’s rich cultural heritage, ranging from language, food, festivals, rituals, arts and traditions, holds intrinsic value for both present and future generations. This heritage will be safeguarded and promoted.

The National Culture Policy and National Culture and Education Strategy set the platform for protection and preservation of both tangible and intangible cultural heritage. The ongoing cultural mapping programme and framework for gathering cultural statistics will be a key initiative to gather information on traditional knowledge and heritage. This will also support the mainstreaming of culture in educational curriculum.



The use of local culture in the tourism industry will both protect and promote our cultural heritage. This includes cultural performances and traditional arts and craft made by local artisans that will be promoted through the “Fijian Crafted” campaign.

The nation’s vast documentary will be preserved in accordance with archival conservation practices and made available to all Fijians. A monetary valuation of this heritage will also be undertaken.

The upgrade of Fiji Museum and the National Library housed within the National Archives will greatly contribute to the preservation of Fiji’s heritage. The positive steps already undertaken to produce authentic heritage merchandise will be scaled up to provide genuine, culturally appropriate and iconic goods to tourists in an effort to boost the economic spin-off from Fiji’s cultural and documentary heritage.

Cultural heritage sites and places will also be protected as part of our unique biodiversity and used sustainably for national development.

## Goal, Policies and Strategies

| Goal: Protection and promotion of unique Fijian cultural heritage for sustainable development. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                       | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Protect Fiji's diverse cultural heritage.                                                      | <ul style="list-style-type: none"> <li>• Review, develop and implement new legislation.</li> <li>• Conservation of national relics, artistic creation, documentation and delineation of heritage spaces.</li> <li>• Strengthen data collection.</li> <li>• Establish a mechanism to capture traditional knowledge and skills of elderly citizens for future generations, such as the Cultural Mapping Programme.</li> <li>• Restoration and digitisation of analogue audio, audio-visual, photographs, microfilm, manuscripts and documents to safeguard cultural knowledge.</li> <li>• Develop a digital archival system to store and preserve sacred indigenous records (Vola-ni-Kawa-Bula) to safeguard the tribal knowledge and protocol of the iTaukei.</li> <li>• Facilitate the implementation of cultural impact assessments through archaeological impact assessments, built heritage assessments, historical monuments and structures survey).</li> <li>• Build community partnerships through advocacy and awareness programmes.</li> </ul>                                                                                                                                                                                                                                                                                                 |
| Promote cultural heritage for sustainable development.                                         | <ul style="list-style-type: none"> <li>• Finalise an archives valuation exercise to determine the total monetary value of the heritage items at National Archives of Fiji (NAF).</li> <li>• Develop and upgrade capacities of institutions, programmes, and infrastructure that promote cultural heritage for sustainable development.</li> <li>• Strengthen participation of resource owners through the development of heritage places and monuments for tourism purposes.</li> <li>• Develop promotional materials and tools (film, literature, theatre) to enhance understanding and appreciation of the diversity of cultures in Fiji.</li> <li>• Enhance recognition of the unique values of Fijian cultural heritage, natural heritage, intangible heritage and documentary heritage at international level through nominations for world listings.</li> <li>• Revitalize promotional activities such as festivals, exhibitions, expos, and workshops to showcase the creativity of Fijians and also enhance economic opportunities.</li> <li>• Integrate culture, heritage and arts in formal education curricula at all levels through the Fiji cultural and education strategy as outlined in the Green Growth Framework for Fiji.</li> <li>• Develop and maintain cultural sites, heritage spaces and associated infrastructure.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                      | ANNUAL TARGET   |                  |       |       |       | TOTAL OUTPUT<br>EXPECTED      | LEAD<br>AGENCIES          |
|----------------------------------------------------------------|-----------------|------------------|-------|-------|-------|-------------------------------|---------------------------|
|                                                                | 2017            | 2018             | 2019  | 2020  | 2021  |                               |                           |
|                                                                | -2018           | -2019            | -2020 | -2021 | -2022 |                               |                           |
| Legislation and Policies                                       |                 |                  |       |       |       |                               |                           |
| National Culture Policy                                        | 1               |                  |       |       |       | 1 National policy document    | DHA                       |
| Fiji Culture and Education Strategy                            | 1               |                  |       |       |       | 1 strategy document           | DHA                       |
| Cultural Statistics Framework                                  | 1               |                  |       |       |       | 1 National framework          | DHA                       |
| Heritage Act                                                   | 1               |                  |       |       |       | Heritage Act                  | DHA                       |
| Cultural Revitalization Programme                              |                 |                  |       |       |       |                               |                           |
| Cultural Mapping Programme implemented in 14 provinces         | Nadroga/ Navosa | Tailevu Province |       |       |       | 2 Provinces mapped            | MTA                       |
| Culturally inclusive resource materials for schools (packaged) | 3               | 3                | 3     | 3     | 3     | 15 quality materials produced | DHA and relevant agencies |

| PROGRAMME                                                                                                              | ANNUAL TARGET |               |               |               |               | TOTAL OUTPUT EXPECTED                  | LEAD AGENCIES              |
|------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------------------------------|----------------------------|
|                                                                                                                        | 2017<br>-2018 | 2018<br>-2019 | 2019<br>-2020 | 2020<br>-2021 | 2021<br>-2022 |                                        |                            |
| Restoration and digitization of national records                                                                       | 500           | 1,000         | 500           | 1,000         | 500           | 3,500 records restored and digitized   | NAF/ MTA                   |
| <b>Infrastructure and Human Resource Development</b>                                                                   |               |               |               |               |               |                                        |                            |
| Establishment of cultural heritage sub-centres                                                                         | 1             | 3             | 3             | 3             | 3             | 13 Sub-Centres established             | DHA and relevant agencies. |
| Develop a digital archival system for preservation of iTaukei customs and knowledge                                    | 1             |               |               |               |               | 1 Archival system                      | NAF                        |
| Implementation of conditions and requirements regarding OUV of Levuka World Heritage Site                              | 3             | 5             | 3             | 3             | 3             | 17 Levuka WH Projects                  | DHA and relevant Agencies  |
| Restoration, and maintenance of nationally designated heritage spaces, built heritage (monuments) and historical sites | 4             | 3             | 3             | 2             | 2             | 14 heritage spaces and monuments built | DHA and relevant agencies. |
| Conduct cultural impact assessments (Archaeological Impact Assessment, Built Heritage Assessment) (sites)              | 10            | 10            | 10            | 10            | 10            | 50 CIA conducted                       | DHA                        |
| Training and Capacity building                                                                                         | 3             | 3             | 5             | 5             | 5             | 21                                     | DHA/ relevant stakeholders |

CIA: Cultural Impact Assessment; DHA: Department of Heritage & Arts; MTA: Ministry of iTaukei Affairs; NAF: National Archives of Fiji; OUV: Outstanding universal Value.

## Key Performance Indicators

| INDICATOR                                                                                                                 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|
| Number of natural, cultural and built heritage sites for cultural and heritage promotions – 10 sites annually – (SDG 8.9) | 483  | 493  | 503  | 513  | 523  | 533  | 533  |



### 3.1.11 NATIONAL SECURITY AND THE RULE OF LAW

#### ***“An inclusive, safe, secure, stable and prosperous Fiji”***

Fiji's system of governance is based on the principle that all Fijians are equal under the law. Preserving this system warrants a strong commitment to upholding the rule of law and national security. The Fijian Constitution will be protected and defended at all times.

Apart from the traditional security challenges, focus will also be placed on protecting Fijians from environmental risks and natural disasters, transnational crimes (human and drug trafficking), food and nutrition security and public health risks and financial and cybercrime.

The Police Force will be strengthened to ensure security and effective crime prevention. Resources will channelled towards recruitment and training, provision of vehicles and equipment, and decentralisation of services for

quick and effective response. Programmes to promote community engagement and public awareness will be pursued.

Border security will be maintained through improved coordination and ensuring availability of adequate resources. Fiji will continue implementation of its National Security Strategy and support for UN Peacekeeping operations.

Government will continue its efforts to further improve access to justice. Correctional services and rehabilitation of inmates for re-integration of inmates into society will continue. This will help maintain the current low recidivism rate by providing inmates with opportunities to learn skills for income generation and through other personal support.

Expanding legal services to improve access to justice for all Fijians has been a key priority. Provision of resources will continue for legal aid services, court sittings in rural and outer islands, and the greater decentralisation of services.

#### **Goal, Policy Objectives and Strategies**

| <b>Goal: “An inclusive, safe, secure, stable and prosperous Fiji”.</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                           | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strengthen institutional arrangements within the national security and defence framework. | <ul style="list-style-type: none"> <li>• Implementation of the National Security Strategy (NSS).</li> <li>• Restructure the Ministry of Defence and National Security to strengthen its arm in coordination of national security matters, including strengthening technical capacities.</li> <li>• Enhance publicity and public awareness on ‘National Security’ (Relations with the public) by dissemination of timely information on key policies of government and national security matters.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                       |
| Strengthen border security.                                                               | <ul style="list-style-type: none"> <li>• Introduce contingency plans to prevent any form of illegal incursions into Fiji and invest in technologies to improve passport issuance and border security.</li> <li>• Reduce threats of transnational crimes by adopting and implementing the best border management practices at all ports of entry.</li> <li>• Enhance management and monitoring of migration.</li> <li>• Strengthen maritime surveillance systems and patrols to eliminate illegal fishing and human trafficking.</li> <li>• Strengthen the hydrographic service.</li> <li>• Introduce contingency plans to counter health risks and global disease outbreaks (such as Ebola and other contagious diseases or influenzas).</li> <li>• Enhance Search and Rescue and Civil Defence capabilities.</li> </ul>                                                          |
| Maintain sovereignty and territorial integrity.                                           | <ul style="list-style-type: none"> <li>• Implementation of the recommendations of the Defence White Paper.</li> <li>• Review of the Republic of Fiji Military Forces (RFMF) Act.</li> <li>• Compliance with international treaties and agreements in the best interest of Fiji.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Maintain the community and people's well-being.                                           | <ul style="list-style-type: none"> <li>• Develop tactical and strategic approaches to combat the emergence of organized criminal networks, such as drug trafficking, illegal trade and arms.</li> <li>• Formulate and implement the Fiji Police Service Plan and Master Plan for all police stations and other forms of services.</li> <li>• Provide more community counselling and public awareness services on different forms of crimes and penalties.</li> <li>• Upgrade and construct new police stations and police posts.</li> <li>• Adequately resource the police force to improve responsiveness to crime e.g. with police vehicles and crime detection equipment.</li> <li>• Strengthen security and involvement of national security agencies during relief and rehabilitation for emergency response to natural disasters and other national emergencies.</li> </ul> |

| Goal: “An inclusive, safe, secure, stable and prosperous Fiji”.                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                            | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Improve and strengthen regional and global security.                                                                                                | <ul style="list-style-type: none"> <li>• Strengthen Fiji’s involvement in international peacekeeping and security.</li> <li>• Enhance regional and international cooperation to help strengthen national security partners and allies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strengthen the justice system.                                                                                                                      | <ul style="list-style-type: none"> <li>• Upgrade court facilities and infrastructure and expand legal services to improve citizen’s access to justice.</li> <li>• Continue digitization of laws.</li> <li>• Conduct regular court sittings in rural and outer islands and recruit experienced and independent prosecutors, judges, and magistrates to minimize backlog of cases.</li> <li>• Improve infrastructure and design of prison facilities to be conducive to rehabilitation and security.</li> <li>• Embed an Intelligence Framework for Fiji Correction Services.</li> <li>• Inception of Community Corrections - Front End Diversion - inmates to be sentenced to do community work.</li> <li>• Improve prisons technology and purchase modern equipment.</li> <li>• Inception of Fiji Corporation of Rehabilitative Enterprises.</li> <li>• Improve staff capacity (Human Resource Management) for judiciary and corrections services.</li> <li>• Improve police responses to gender based crimes (Domestic Violence, Rape, Sexual Assault, child sex abuse) to attract more reporting, detection of perpetrators and justice administration.</li> </ul> |
| Mainstreaming National Gender policy to educate law enforcement agencies and the community to thereby prevent and eliminate violence against women. | <ul style="list-style-type: none"> <li>• Work with Fiji police in relation to the conduct of the MOU between the Ministry and Fiji police.</li> <li>• Raise police awareness of the existing legislation and policies that compel police responses and representations for women to attain fair outcomes.</li> <li>• Review compliance of the police in enforcing the Domestic Violence decree.</li> <li>• Develop a service delivery protocol for Fiji police and improve the delivery of services in response to Gender Based Violence.</li> <li>• Work with Ending Violence Against Women (EVAW) task force to review Family Law Act and Regulations, the Domestic Violence Decree, the Crimes Decree, the Criminal Procedure Decree, the Sentencing and Penalties Decree, the Child Welfare Decree and the No Drop Policy.</li> </ul>                                                                                                                                                                                                                                                                                                                            |



## Goal, Policy Objectives and Strategies

| Goal: “An inclusive, safe, secure, stable and prosperous Fiji”.                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                            | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strengthen institutional arrangements within the national security and defence framework.                                                           | <ul style="list-style-type: none"> <li>• Implementation of the National Security Strategy (NSS).</li> <li>• Restructure the Ministry of Defence and National Security to strengthen its arm in coordination of national security matters, including strengthening technical capacities.</li> <li>• Enhance publicity and public awareness on ‘National Security’ (Relations with the public) by dissemination of timely information on key policies of government and national security matters.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Strengthen border security.                                                                                                                         | <ul style="list-style-type: none"> <li>• Introduce contingency plans to prevent any form of illegal incursions into Fiji and invest in technologies to improve passport issuance and border security.</li> <li>• Reduce threats of transnational crimes by adopting and implementing the best border management practices at all ports of entry.</li> <li>• Enhance management and monitoring of migration.</li> <li>• Strengthen maritime surveillance systems and patrols to eliminate illegal fishing and human trafficking.</li> <li>• Strengthen the hydrographic service.</li> <li>• Introduce contingency plans to counter health risks and global disease outbreaks (such as Ebola and other contagious diseases or influenzas).</li> <li>• Enhance Search and Rescue and Civil Defence capabilities.</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
| Maintain sovereignty and territorial integrity.                                                                                                     | <ul style="list-style-type: none"> <li>• Implementation of the recommendations of the Defence White Paper.</li> <li>• Review of the Republic of Fiji Military Forces (RFMF) Act.</li> <li>• Compliance with international treaties and agreements in the best interest of Fiji.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Maintain the community and people’s well-being.                                                                                                     | <ul style="list-style-type: none"> <li>• Develop tactical and strategic approaches to combat the emergence of organized criminal networks, such as drug trafficking, illegal trade and arms.</li> <li>• Formulate and implement the Fiji Police Service Plan and Master Plan for all police stations and other forms of services.</li> <li>• Provide more community counselling and public awareness services on different forms of crimes and penalties.</li> <li>• Upgrade and construct new police stations and police posts.</li> <li>• Adequately resource the police force to improve responsiveness to crime e.g. with police vehicles and crime detection equipment.</li> <li>• Strengthen security and involvement of national security agencies during relief and rehabilitation for emergency response to natural disasters and other national emergencies.</li> </ul>                                                                                                                                                                                                                                                                                    |
| Improve and strengthen regional and global security.                                                                                                | <ul style="list-style-type: none"> <li>• Strengthen Fiji’s involvement in international peacekeeping and security.</li> <li>• Enhance regional and international cooperation to help strengthen national security partners and allies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strengthen the justice system.                                                                                                                      | <ul style="list-style-type: none"> <li>• Upgrade court facilities and infrastructure and expand legal services to improve citizen’s access to justice.</li> <li>• Continue digitization of laws.</li> <li>• Conduct regular court sittings in rural and outer islands and recruit experienced and independent prosecutors, judges, and magistrates to minimize backlog of cases.</li> <li>• Improve infrastructure and design of prison facilities to be conducive to rehabilitation and security.</li> <li>• Embed an Intelligence Framework for Fiji Correction Services.</li> <li>• Inception of Community Corrections - Front End Diversion - inmates to be sentenced to do community work.</li> <li>• Improve prisons technology and purchase modern equipment.</li> <li>• Inception of Fiji Corporation of Rehabilitative Enterprises.</li> <li>• Improve staff capacity (Human Resource Management) for judiciary and corrections services.</li> <li>• Improve police responses to gender based crimes (Domestic Violence, Rape, Sexual Assault, child sex abuse) to attract more reporting, detection of perpetrators and justice administration.</li> </ul> |
| Mainstreaming National Gender policy to educate law enforcement agencies and the community to thereby prevent and eliminate violence against women. | <ul style="list-style-type: none"> <li>• Work with Fiji police in relation to the conduct of the MOU between the Ministry and Fiji police.</li> <li>• Raise police awareness of the existing legislation and policies that compel police responses and representations for women to attain fair outcomes.</li> <li>• Review compliance of the police in enforcing the Domestic Violence decree.</li> <li>• Develop a service delivery protocol for Fiji police and improve the delivery of services in response to Gender Based Violence.</li> <li>• Work with Ending Violence Against Women (EVAW) task force to review Family Law Act and Regulations, the Domestic Violence Decree, the Crimes Decree, the Criminal Procedure Decree, the Sentencing and Penalties Decree, the Child Welfare Decree and the No Drop Policy.</li> </ul>                                                                                                                                                                                                                                                                                                                            |

## Programmes and Projects

### Strengthening National Security

| PROGRAMMES / PROJECTS                                                                                        | ANNUAL TARGET         |           |           |           |           | TOTAL OUTPUT EXPECTED                                             | LEAD AGENCIES                        |
|--------------------------------------------------------------------------------------------------------------|-----------------------|-----------|-----------|-----------|-----------|-------------------------------------------------------------------|--------------------------------------|
|                                                                                                              | 2017-2018             | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                   |                                      |
| Institutional Strengthening                                                                                  |                       |           |           |           |           |                                                                   |                                      |
| Develop White Paper                                                                                          | 1                     |           |           |           |           | White Paper adopted and implemented                               | Min. of Defence                      |
| Review recruitment policy                                                                                    |                       | 1         |           |           |           | Recruitment policy implemented                                    | Min. of Defence                      |
| Restructure the Ministry of Defence and National Security.                                                   | Restructure completed |           |           |           |           | Defence restructure completed                                     | Min. of Defence                      |
| Review Secretariat to the National Defence Council                                                           | 1                     |           |           |           |           | More effective coordination of National Security Strategy         | Min. of Defence                      |
| Public Awareness programme on National Security                                                              | 1                     | 1         | 1         | 1         | 1         | Ongoing Awareness Programmes each year                            | Min. of Defence                      |
| Border Security                                                                                              |                       |           |           |           |           |                                                                   |                                      |
| Establish an Integrated Passport Issuance System                                                             | 1                     |           |           |           |           | Integrated Passport Issuance system established (Nadi and Labasa) | Dept. of Immigration                 |
| Enhancement of Integrated Border Management System                                                           | 1                     |           |           |           |           | Strengthened Border Control                                       | Dept. of Immigration                 |
| Review immigration rules to remove unnecessary obstacles for foreigners such as the issuance of work permits |                       | 1         |           |           |           | Strengthened Immigration rules on expatriates working in Fiji     | Dept. of Immigration/ PMO            |
| Establish contingency plans for security:                                                                    |                       |           |           |           |           |                                                                   |                                      |
| i) Global disease outbreaks                                                                                  |                       | 1         | 1         |           |           | 1 global disease outbreaks contingency plan (2018-2019)           | Min. of Defence                      |
| ii) Illegal incursions                                                                                       |                       |           |           |           |           | 1 illegal incursions contingency plan (2019-2020)                 |                                      |
| Additional Border Control Personnel and equipment                                                            | 10                    | 50        | 50        |           |           | 110 additional staff recruited                                    | Dept. of Immigration<br><br>FPF/Navy |



| PROGRAMMES / PROJECTS                                                                                                             | ANNUAL TARGET                                        |           |           |           |           | TOTAL OUTPUT EXPECTED                                          | LEAD AGENCIES          |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------|-----------|-----------|-----------|----------------------------------------------------------------|------------------------|
|                                                                                                                                   | 2017-2018                                            | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                |                        |
| Maritime Surveillance Systems and Search and Rescue (SAR)                                                                         |                                                      |           | 1         | 1         | 1         | Strengthened Border Security (Maritime Surveillance) each year | MSAF/Navy              |
| Enhance Fiji Hydrographic Service                                                                                                 | 1 Survey Boat                                        |           |           |           |           | Improved maritime mapping.                                     | Min. of Defence / Navy |
| Peacekeeping Missions                                                                                                             | 1                                                    | 1         | 1         | 1         | 1         | Ongoing Missions per year                                      | RFMF/FPF               |
| <b>Crime Prevention and Reduction</b>                                                                                             |                                                      |           |           |           |           |                                                                |                        |
| Strengthen police reporting                                                                                                       | Ongoing training and purchase of IT equipment        |           |           |           |           | All police reports in digital format.                          | FPF                    |
| Institutional strengthening within the Police Force (Holistic system across Health, FPF and DV services reported rape statistics) | Ongoing training                                     |           |           |           |           | Modernized Police Force                                        | FPF                    |
| Community Policing and Public Awareness                                                                                           |                                                      | 12        | 12        | 12        | 12        | 1 per month each year                                          | FPF                    |
| Renovations, extensions and upgrading of posts and stations                                                                       | 4                                                    | 5         | 5         | 5         | 5         | 24 police posts and stations                                   | FPF                    |
| Upgrade or replacement of living quarters                                                                                         | 3                                                    | 2         | 2         | 3         | 3         | 13                                                             | FPF                    |
| Construction of new police stations                                                                                               | 3                                                    |           | 4         |           |           | 7                                                              | FPF                    |
| Construction of new police posts and quarters                                                                                     | 1                                                    | 2         | 2         | 2         | 2         | 9                                                              | FPF                    |
| Implementation of Police Service Plan                                                                                             |                                                      |           |           | 1         | 1         | Service Plan rolled-out                                        | FPF                    |
| Quality Assurance Systems for the Forensic Bio and DNA Lab                                                                        | Development and adoption of quality assurance system |           |           |           |           | Strengthened quality assurance systems                         | FPF                    |
| Standard equipment for police officers                                                                                            | Continuation of Programme                            |           |           |           |           | Standard equipment procured                                    | FPF                    |
| Special operational equipment for police officers                                                                                 |                                                      |           |           |           |           | Special operational equipment procured                         | FPF                    |
| Analytical forensic chemistry equipment for police                                                                                |                                                      |           |           |           |           | Analytical forensic equipment procured                         | FPF                    |
| Strengthen water police (e.g. police boat and training)                                                                           | 1 Existing Vessel Retrofit                           | 4         | 2         | 1         |           | 7 new specialised police boats and retrofit of M.V. Veiqaravi  | FPF                    |
| Police forensic document Examination equipment and IT Equipment                                                                   | 1                                                    | 1         | 1         |           |           | Forensic equipment acquired                                    | FPF                    |
| Review police guidelines on investigations and interviewing procedures                                                            |                                                      |           | 1         |           |           | Reviewed guidelines on investigations and interviews           | FPF                    |

## Strengthening Access to Justice

| PROGRAMMES / PROJECTS                                                        | ANNUAL TARGET                                    |           |           |           |           | TOTAL OUTPUT EXPECTED                                                                                                                                 | LEAD AGENCIES                        |
|------------------------------------------------------------------------------|--------------------------------------------------|-----------|-----------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|                                                                              | 2017-2018                                        | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                                                                                                       |                                      |
| Access to Justice                                                            |                                                  |           |           |           |           |                                                                                                                                                       |                                      |
| Rural and Island court sittings                                              | 1                                                | 1         | 1         | 1         | 1         | Ongoing per year                                                                                                                                      | Judiciary                            |
| Expand Legal Aid offices                                                     | 1                                                | 1         | 2         |           |           | 4 new Legal Aid Offices (Kadavu, Rotuma and Keiyasi, Vunidawa)                                                                                        | Legal Aid Commission                 |
| Upgrade of existing Court Complexes                                          | 2                                                | 2         | 2         | 2         | 2         | 10 court complexes upgraded                                                                                                                           | Judiciary                            |
| Construction of New Court Houses                                             | 5 (Nabouwalu, Nasinu and Veiuto, Lautoka and Ba) |           |           |           |           | 5 new court houses constructed                                                                                                                        | Judiciary                            |
| Recruitment of more magistrate and high court judges                         |                                                  | 5         | 2         | 2         | 1         | 10                                                                                                                                                    | Judiciary                            |
| Develop prosecution guidelines                                               | 1                                                |           |           |           |           | Prosecution guidelines adopted                                                                                                                        | Judiciary                            |
| Training of prosecuting officers (Police, Legal Aid, DPP)                    | 1                                                | 1         | 1         | 1         | 1         | 5 training programmes conducted                                                                                                                       | Judiciary                            |
| Decentralizing services by establishing Births, Deaths and Marriages offices | 4                                                | 4         | 4         |           |           | 12 new BDM offices established.                                                                                                                       | Justice (Registrar General's Office) |
| Inmate Rehabilitation                                                        |                                                  |           |           |           |           |                                                                                                                                                       |                                      |
| Yellow Ribbon Project and Inmate Rehabilitation Programmes (FCORE)           |                                                  |           |           |           |           | Ongoing implementation                                                                                                                                | FCS                                  |
| Upgrade/Construction of Correctional Centres                                 | 2                                                | 1         | 1         | 1         | 1         | 6 facilities constructed or upgraded (Lautoka Women's CC and Remand Centre, Naboro Maximum, Naboro Pre-release, Levuka CC, Main Cell Block – Suva CC) | FCS                                  |

DPP: Director of Public Prosecutions; DV: Domestic Violence; FCORE: Fiji Corporation of Rehabilitative Enterprise; FPF: Fiji Police Force; PMO: Prime Minister's Office; RFMF: Republic of Fiji Military Forces; FCS: Fiji Corrections Service; CC: Correction Centre.

## Key Performance Indicators

| INDICATOR                                                                                                                                              | ANNUAL TARGET                     |                                   |                                   |                                   |                                   |                                   |                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|                                                                                                                                                        | 2015                              | 2016                              | 2017                              | 2018                              | 2019                              | 2020                              | 2021                              |
| Police officer to population ratio per 1,000 population                                                                                                | 5:1,000                           | 5:1,000                           | 5:1,000                           | 5:1,000                           | 5:1,000                           | 5:1,000                           | 5:1,000                           |
| Increase detection rate for crimes                                                                                                                     | 57%                               | 70%                               | 80%                               | 85%                               | 85%                               | 85%                               | 85%                               |
| Reduce recidivism (annual)                                                                                                                             | 6%                                | 3%                                | 3%                                | 3%                                | 3%                                | 3%                                | 3%                                |
| Corrections officer to inmates ratio (International benchmarks is 1:5)                                                                                 | 1:5                               | 1:5                               | 1:4                               | 1:4                               | 1:4                               | 1:4                               | 1:4                               |
| Legal Aid services expanded in all Magistrates Court locations throughout the country (offices)                                                        | 13                                | 13                                | 18                                | 20                                | 23                                | 25                                | 25                                |
| Reduce number of victims of human trafficking per 100,000 population by sex, age, and form of exploitation (SDG 16.2)                                  | Tier 2<br>(US State Dept. report) | Tier 2<br>(US State Dept. report) | Tier 1<br>(US State Dept. report) | Tier 1<br>(US State Dept. report) | Tier 1<br>(US State Dept. report) | Tier 1<br>(US State Dept. report) | Tier 1<br>(US State Dept. report) |
| Ensure public access to information and project fundamental freedoms, in accordance with national legislation and international agreements (SDG 16.10) |                                   |                                   | 1 (Freedom of Information Law)    |                                   |                                   |                                   |                                   |

## 3.2 TRANSFORMATIONAL STRATEGIC THRUSTS

Fiji will be transformed into the modern hub of the Pacific as a centre for business, transport, communications and other services. We already have the major foundations and enabling environment, and game-changing strategic interventions will allow us to build much further over the next 5 years.

Connectivity, both within and to the outside world, will be enhanced. Investments will build digital connectivity, and new and better technologies will be adopted for productivity improvement and better service delivery. The ICT sector will be harnessed for job creation and efficiency gains and to raise the overall standard of living.

The business environment will be improved to further reduce the cost of doing business and support private sector investments in the country. Manufacturing and service sectors will be supported and new growth sectors will be nurtured and harnessed. Niche-product development and areas of comparative advantage will be incentivised and further developed. MSME development will be strengthened for job creation and income generation.

Urban development with better services and development of new cities, towns and growth centres will be pursued. Equal attention will also be paid to growing the rural

economy, providing better public services and creating many more opportunities for income and employment.

Resource-based sectors will be developed with a major focus on value addition, efficiency gains and raising overall production. The tourism industry will be expanded with a focus on increasing source markets and also meeting the developing and diverse needs of tourists. Trade will be promoted and regional and multilateral partnerships will be enhanced.

### 3.2.1 MODERNISING LAND TRANSPORT

***“Access to transportation through an efficient and sustainable transport network”***

In transforming Fiji, a modern, safe and well-connected road infrastructure is necessary. The government has already embarked on modernising the infrastructure with substantial funding to improve our roads, bridges, jetties, streetlights and footpaths over recent years.

Existing trunk roads have been upgraded and expanded and new roads have been constructed in rural and maritime areas. Fijians are now more connected and enjoy improved road quality. Roads connecting major centres have also been modernised to international standards. This includes the four-lane projects connecting

Nausori Airport to Suva and Nadi Airport to Denarau.

In the next 5 years, more investments will be made to further improve our road network. Existing roads will be upgraded and sealed. Options are being explored for a four-lane project in the Nadi-to-Lautoka corridor. The upgrading and rehabilitation programme for bridges and jetties will be pursued on a bigger scale.

A major street lighting programme is being undertaken to replace all faulty streetlights and install new ones with LED lights in both urban and rural areas. This includes installation of streetlights at major junctions; in front of villages, settlements, schools, hospitals and health centres; at shopping centres along the Queens Road and Kings Road; and along the Labasa to Savusavu corridor. Streetlights will also be installed in urban and peri-urban areas of the greater Suva area.

Government will install traffic lights at junctions, develop roundabouts and re-design some of the existing high-traffic roads to ease traffic congestion and make our roads safer.

Construction of footpaths will be continued in populated urban and peri-urban areas including industrial areas and residential subdivisions.

Resources will be allocated to develop rural and maritime-island roads and other unsealed roads throughout Fiji. Irish crossings, suspension bridges, rural jetties, waiting sheds and foot crossings will be upgraded and constructed. This will support rural agriculture and other industries, assist in transportation of students, improve access to markets and help sustain livelihoods.

To reduce damage to the road network, more weighbridges will be constructed to ensure that shippers comply with the weight limits on our roads and bridges.

Emission standards and energy efficiency for transport will be a key priority. The replacement of existing uneconomical vehicles with hybrid and electric vehicles will be supported. Fuel savings through the use of biofuel, liquefied petroleum gas (LPG) and liquefied natural gas (LNG) in land transport will be supported, as will be the use of cycling lanes.





## Goal, Policies and Strategies

| Goal: Access to transportation through an efficient and sustainable transport network.                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                  | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Expansion of the rural road network.                                                                                                      | <ul style="list-style-type: none"> <li>• Review of the existing policies and legislation surrounding the management of farm roads and re-examine the standards for construction of rural roads.</li> <li>• Implement an augmented programme for roads in rural and maritime areas that will also include construction of Irish crossings, suspension bridges, jetties, waiting sheds and foot crossings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Further development of full road network to international standards with a greater emphasis on maintenance, rehabilitation and upgrading. | <ul style="list-style-type: none"> <li>• Continue with high levels of investment to reduce the backlog in the upgrading, replacement and maintenance of roads, bridges and jetty networks.</li> <li>• Continue implementation of existing major roads programmes including the FRA Maintenance Programme, Renewals and Replacements of Roads and Services, and Upgrading and Replacement of Bridges and Jetties.</li> <li>• Completion of the four-lane projects from Suva to Nausori Airport and Denarau Road to Nadi Airport by 2018.</li> <li>• Complete feasibility study of four-lanes to other stretches like Nadi to Lautoka with construction to start by 2018.</li> <li>• Consideration of Public Private Partnerships such as build-operate-transfer and similar arrangements where private entities partially or fully finance the construction of new roads, bridges or jetties.</li> </ul>                                |
| Extending rural transportation services.                                                                                                  | <ul style="list-style-type: none"> <li>• Review the guidelines and the legal framework on the issuance of Rural Service Licenses (RSLs).</li> <li>• Review bus routes and timetables with the intention to increase services in the rural areas. Fares, stages and schedules to be further reviewed every three years.</li> <li>• Implement the key recommendations of the “Report on Land Transport Industry” by Ministry of Justice and Anti-Corruption (2015) after assessment by the Land Transport Authority (LTA).</li> <li>• Explore whether a rural transport network design model could be developed that will improve and facilitate the efficient operation of rural-urban hubs.</li> <li>• Consider provision of incentives for rural transport operators; for example in the form of tax rebates, concessions, and operators given licence to operate on an economical route to service an uneconomical route.</li> </ul> |

| Goal: Access to transportation through an efficient and sustainable transport network.                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Ensure safe, efficient (including reducing traffic congestion), and affordable transportation services. | <ul style="list-style-type: none"> <li>• Continue implementation of actions under the Fiji Decade of Action for Road Safety 2011-2020 National Action Plan.</li> <li>• Introduce effective measures to reduce the number of road accidents and deaths.</li> <li>• Encourage the development of a national road vehicle fleet that is well matched to transport demand, as well as to the road network and if necessary regulate the composition of the national vehicle fleet where there is incompatibility with the road infrastructure, excessive environmental disturbance, unacceptable safety risk or the need to encourage long-term change in transport modes. Feasibility studies to be undertaken to: (i) explore the viability of implementing public transport network design for an efficient and equitable public transport system; (ii) introducing peak period public transport zoning for high demand corridors; (iii) proper vehicle de-registration and scrapping of vehicles to maintain national fleet composition at manageable levels; and (iv) encouraging car-pooling.</li> <li>• Improve driver education, licensing, testing and enforcement through: <ul style="list-style-type: none"> <li>◦ Code of practice (COP) for driving instructors; driving tests to be conducted using a simulator and independent parties; and increase in required training hours to secure a driving licence.</li> <li>◦ Novice driver and freight driver courses; <ul style="list-style-type: none"> <li>• Provisional license for PSV and heavy goods drivers.</li> </ul> </li> <li>◦ All driver training to be conducted by LTA approved instructors by 2020 under a Driving Academy; <ul style="list-style-type: none"> <li>• Specialized driving school that provides driver training for all classes of license;</li> </ul> </li> <li>◦ All Public Service Vehicle (PSV) drivers will complete a defensive driving course (DDC); <ul style="list-style-type: none"> <li>• DDC to be separated according to the class of PSV license held by the driver; and</li> <li>• Habitual offenders to undergo DDC reform training program.</li> </ul> </li> <li>◦ Improve coordination between LTA, Police and Driving Schools Association (DSA);</li> <li>◦ Link driver records at Police and LTA; and</li> <li>◦ LTA to improve data collection, analysis and sharing of data with relevant stakeholders.</li> </ul> </li> <li>• Develop safer vehicles standards through: <ul style="list-style-type: none"> <li>◦ Importation of used vehicles to be made conditional on satisfactory safety features;</li> <li>◦ Establishing an automated vehicle roadworthiness inspection system within LTA;</li> <li>◦ Establishing accreditation of vehicle repairers and service agencies and tyres to guard against counterfeiting;</li> <li>◦ Providing automotive technical trades-training in-house and through overseas courses;</li> <li>◦ Establishing a system where imported used vehicles must undergo border inspection prior to shipment from originating country;</li> <li>◦ Adopting better transport management systems through bus rapid transit (BRT) and carpooling; and</li> <li>◦ Promoting the use of public transport.</li> </ul> </li> </ul> |

| Goal: Access to transportation through an efficient and sustainable transport network.                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                 | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Ensure safe, efficient (including reducing traffic congestion), and affordable transportation services.                  | <ul style="list-style-type: none"> <li>• Extend road safety education to all levels of education through teacher training courses and materials, police and LTA educational visits to schools, discounted driving courses for older children and the continuation of practical safety measures in school zones;               <ul style="list-style-type: none"> <li>◦ LTA and Ministry of Education to discuss whether road safety education could be made mandatory for school curriculum;</li> <li>◦ Frequent audits on driving schools and having stricter penalties;</li> <li>◦ Exploring the establishment of a Road Safety Park; and</li> <li>◦ Road safety education to focus on pedestrians, drivers, passengers and vehicles. Also, special emphasis on pedestrian enforcement, for example, jay walking.</li> </ul> </li> <li>• Improve the post-accident emergency response time by:               <b>St John's Ambulance and First Aid</b> <ul style="list-style-type: none"> <li>◦ Provision of 20 additional ambulances and trained personnel;</li> <li>◦ Extending the area of coverage;</li> <li>◦ First aid training to be provided to communities and Police and LTA patrols;</li> <li>◦ Medical trauma response kits to be provided to health centres along the main highways.</li> </ul> <b>National Fire Authority</b> <ul style="list-style-type: none"> <li>◦ Extend areas served from Suva to another 11 areas namely Navua, Deuba, Sigatoka, Ba, Rakiraki, Korovou, Nadi, Lautoka, Savusavu, Labasa and Taveuni;</li> <li>◦ Procure complementary rapid assessment and response (RAR) kits, communication and data entry equipment; and</li> <li>◦ Reduce response times in the areas served from 10 to 5 minutes.</li> </ul> <b>Ministry of Health</b> <ul style="list-style-type: none"> <li>◦ Improve A&amp;E capacity and management for road-trauma injury patients.</li> </ul> </li> <li>• Enhance traffic accident data and research through review of the Microcomputer Accident Analysis Package (MAAP) accident data system and new computer systems, accident reconstruction software for forensic accident investigation and train new and existing staff in the traffic-accident data system, including data entry of input forms and crash data extraction.</li> <li>• Introduction of Accident Compensation Act by 1 January 2018 and establishment 'Fiji Accident Compensation Commission' to provide a 'no fault' compensation scheme.</li> </ul> |
| Ensure environmentally sustainable transportation for all Fijians based on the principles of the Green Growth Framework. | <ul style="list-style-type: none"> <li>• Implementation of Green Growth Framework for Fiji, in particular the Way Forward outlined in Thematic Area 8 on Sustainable Transportation.</li> <li>• Explore accreditation of all vehicle garages, introduction of Japan Export Vehicle Inspection Centre (JEVIC) and encourage voluntary road marshal and junior marshal programme.</li> <li>• Develop Codes of Environmental Practice (COEPs) for road and bridge works that will set out environmental standards and appropriate procedures to mitigate the environmental impact of the planning, design, construction, operation and maintenance of urban and rural roads and bridges. These will be updated to include climate change adaptation at coastal and inland locations.</li> <li>• Fiji Roads Authority (FRA) to develop the Integrated Transport Assessment (ITA) policy and guidelines in consultation with the Transport Planning Unit (TPU) and other stakeholders, such as the Ministry of Local Government and the municipal councils that will apply to any new developments, or changes to development.</li> <li>• LTA to explore and implement Integrated Transport Planning Framework under the three pillars of sustainable development.</li> <li>• Explore the viability of developing electric vehicle charging infrastructure.</li> <li>• Develop a public transport network designed to accommodate land use and mobility patterns of the travelling public.</li> <li>• Explore the use of green vehicles for PSVs and commercial vehicles.</li> <li>• LTA to look into whether there is a need to restrict heavy goods vehicle movement in the inner city areas.</li> <li>• Stringent enforcement and zero tolerance on emission levels for land transport.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Programmes and Projects

| PROGRAMME                                                          | ANNUAL TARGET                                                                                                                                                                                                                                                                                                               |                                           |           |           |           | TOTAL OUTPUT EXPECTED                | LEAD AGENCIES |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------|-----------|-----------|--------------------------------------|---------------|
|                                                                    | 2017-2018                                                                                                                                                                                                                                                                                                                   | 2018-2019                                 | 2019-2020 | 2020-2021 | 2021-2022 |                                      |               |
| Maintenance Programme                                              |                                                                                                                                                                                                                                                                                                                             |                                           |           |           |           |                                      |               |
| Central Division (km of roads)                                     | 1,856                                                                                                                                                                                                                                                                                                                       | 1,856                                     | 1,856     | 1,856     | 1,856     | 100% maintenance                     | FRA           |
| Western Division (km of roads)                                     | 3,083                                                                                                                                                                                                                                                                                                                       | 3,083                                     | 3,083     | 3,083     | 3,083     | 100% maintenance                     | FRA           |
| Northern Division (km of roads)                                    | 2,086                                                                                                                                                                                                                                                                                                                       | 2,086                                     | 2,086     | 2,086     | 2,086     | 100% maintenance                     | FRA           |
| Eastern Division (km of roads)                                     | 499                                                                                                                                                                                                                                                                                                                         | 499                                       | 499       | 499       | 499       | 100% maintenance                     | FRA           |
| Bridges Maintenance and Repair (no.)                               | 1,251                                                                                                                                                                                                                                                                                                                       | 1,251                                     | 1,251     | 1,251     | 1,251     | 100% maintenance                     | FRA           |
| Jetties Maintenance and Repair (no.)                               | 47                                                                                                                                                                                                                                                                                                                          | 47                                        | 47        | 47        | 47        | 100% maintenance                     | FRA           |
| Emergency Repairs - Storm/ Damages/ Emergency Response Contingency | Repair of Lomaloma Slip to be completed                                                                                                                                                                                                                                                                                     |                                           |           |           |           | Lomaloma Slip Repaired               | FRA           |
| Renewals and Replacement Programme                                 |                                                                                                                                                                                                                                                                                                                             |                                           |           |           |           |                                      |               |
| Central Division (km of roads)                                     | 150                                                                                                                                                                                                                                                                                                                         | 140                                       | 228       | 207       | 207       | 932                                  | FRA           |
| Western Division (km of roads)                                     | 123                                                                                                                                                                                                                                                                                                                         | 95                                        | 94        | 87        | 87        | 486                                  | FRA           |
| Northern Division (km of roads)                                    | 100                                                                                                                                                                                                                                                                                                                         | 90                                        | 85        | 62        | 62        | 399                                  | FRA           |
| Eastern Division (km of roads)                                     | 5                                                                                                                                                                                                                                                                                                                           | 9                                         | 3         | 2         | 2         | 21                                   | FRA           |
| Renewal work on existing Bridges (no.)                             | 7                                                                                                                                                                                                                                                                                                                           | 10                                        | 7         | 7         | 7         | 38                                   | FRA           |
| Renewal work on existing Crossings (no.)                           | 25                                                                                                                                                                                                                                                                                                                          | 12                                        | 5         | 5         | 5         | 52                                   | FRA           |
| Replacement of existing Armco Culverts (no.)                       | 2                                                                                                                                                                                                                                                                                                                           | 2                                         | 2         | 2         | 2         | 10                                   | FRA           |
| Jetty Renewals (no.)                                               |                                                                                                                                                                                                                                                                                                                             | Construction completed- Savusavu, Vunisea |           |           |           | 2 jetty works completed              | FRA           |
| New Capital Safety Programme                                       | Fiji Decade of Action for Road Safety Plan to be implemented                                                                                                                                                                                                                                                                |                                           |           |           |           | 100% plan implemented                | FRA           |
| New Capital Access Programme                                       | Major projects to be implemented<br>Construction of Vanua Levu Transinsular 2 Road by 2019<br>Nausori to Korovou Road Upgrading and Realignment by 2020<br>School and Healthcare Access Roads to be constructed<br>Tar sealing of roads in front of communities<br>Valaga Bay/Mid-Point Jetty Construction to start by 2020 |                                           |           |           |           | Capital access programme implemented | FRA           |
| Rural Road Programme                                               |                                                                                                                                                                                                                                                                                                                             |                                           |           |           |           |                                      |               |
| Central Division (projects to be completed)                        | 17                                                                                                                                                                                                                                                                                                                          | 16                                        | 6         | 1         |           | 40                                   | FRA, MRMD     |



| PROGRAMME                                                                                                                                                                                           | ANNUAL TARGET                                                               |           |           |           |           | TOTAL OUTPUT<br>EXPECTED                          | LEAD<br>AGENCIES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------|-----------|-----------|-----------|---------------------------------------------------|------------------|
|                                                                                                                                                                                                     | 2017-2018                                                                   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                   |                  |
| Western Division<br>(projects to be completed)                                                                                                                                                      | 8                                                                           | 7         |           |           |           | 15                                                | FRA,<br>MRMD     |
| Northern Division<br>(projects to be completed)                                                                                                                                                     | 10                                                                          | 10        |           |           |           | 20                                                | FRA,<br>MRMD     |
| Eastern Division<br>(projects to be completed)                                                                                                                                                      | 36                                                                          | 8         | 4         |           |           | 48                                                | FRA,<br>MRMD     |
| New Capital Community Programme                                                                                                                                                                     |                                                                             |           |           |           |           |                                                   |                  |
| Village Seal<br>Extensions (km)                                                                                                                                                                     | 4                                                                           | 4         | 4         | 4         |           | 16                                                | FRA              |
| Urban and Peri-Urban<br>Footpaths (km)                                                                                                                                                              | 6                                                                           | 17        | 29        | 17        |           | 69                                                | FRA              |
| Bus Stops (No.)                                                                                                                                                                                     | 25                                                                          | 25        | 25        | 25        | 25        | 125                                               | FRA              |
| Jetty Waiting Facilities<br>(No.)                                                                                                                                                                   | 2                                                                           | 2         | 2         | 2         | 2         | 10                                                | FRA              |
| Street Lighting Programme                                                                                                                                                                           |                                                                             |           |           |           |           |                                                   |                  |
| Urban Street Lighting                                                                                                                                                                               | 20km                                                                        | 20km      | 20km      | 20km      |           | 80km                                              | FRA              |
| Rural Village Street<br>Lighting - Queens<br>Road Villages (Suva to<br>Nailaga Village) and<br>Kings Road (Nausori<br>to Nailaga Village and<br>Vanua Levu along<br>the Labasa-Savusavu<br>corridor | 12km                                                                        | 12km      | 12km      | 12km      |           | 48km                                              | FRA              |
| Streetlights for<br>Commercial Areas                                                                                                                                                                | 15                                                                          | 15        | 15        | 15        | 15        | 75                                                | FRA              |
| Nadi Suva Four Lane Road Upgrading Programme                                                                                                                                                        |                                                                             |           |           |           |           |                                                   |                  |
| Suva 3 (Nasinu -<br>Nausori)                                                                                                                                                                        | Construction completed                                                      |           |           |           |           | Project<br>completed                              | FRA              |
| Nadi 1 (Nadi<br>Wailoaloa - Denarau)                                                                                                                                                                | Construction<br>completed                                                   |           |           |           |           | Project<br>completed                              | FRA              |
| Nadi 2 (Nadi Airport -<br>Wailoaloa)                                                                                                                                                                | Construction completed                                                      |           |           |           |           | Project<br>completed                              | FRA              |
| New Capital<br>Congestion<br>Programme                                                                                                                                                              | Major projects to be implemented                                            |           |           |           |           | Capital<br>congestion<br>programme<br>implemented | FRA              |
|                                                                                                                                                                                                     | Greater Suva Transportation Study Projects Implemented (5 sites every year) |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Suva Bus Rapid Transit Project to be constructed by 2020                    |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Nadi to Lautoka Upgraded (sections to be Four Lane) by 2020                 |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Nadi Town Bridge Upgraded by 2020                                           |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Labasa Main Street Improved by 2020                                         |           |           |           |           |                                                   |                  |
| New Capital<br>Tourism<br>Programme                                                                                                                                                                 | Major projects to be implemented                                            |           |           |           |           | Capital<br>tourism<br>programme<br>implemented    | FRA              |
|                                                                                                                                                                                                     | Denarau Road Upgraded by 2019                                               |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Queens Road Upgraded from Nadi to Suva by 2020                              |           |           |           |           |                                                   |                  |
|                                                                                                                                                                                                     | Seal Extensions to Resort Areas undertaken every year                       |           |           |           |           |                                                   |                  |
| New Capital<br>Resilience<br>Programme                                                                                                                                                              | Climate resilience projects to be implemented                               |           |           |           |           |                                                   | FRA              |

| PROGRAMME                                       | ANNUAL TARGET                                                                                                                                                                                                                     |                               |                |             |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------|-------------|-----------|-----------------------|---------------|
|                                                 | 2017-2018                                                                                                                                                                                                                         | 2018-2019                     | 2019-2020      | 2020-2021   | 2021-2022 |                       |               |
| Land Transport Programme                        |                                                                                                                                                                                                                                   |                               |                |             |           |                       |               |
| Fully Automated Motor Vehicle Inspection System | Labasa Office                                                                                                                                                                                                                     | Lami Office                   | Lautoka Office | Nadi Office |           | 4 Offices             | LTA           |
| Weighbridges programme                          | Korovou, Nadi/ Lautoka, Buca Bay Road                                                                                                                                                                                             | Natovi Jetty, Labasa, Dreketi | Nayavu, Navua  |             |           | 11                    | LTA           |
| Red-light and Speed Camera (RLSC)               | 3                                                                                                                                                                                                                                 | 3                             | 3              | 3           | 3         | 15                    | LTA           |
| Other projects                                  | • End User ICT Equipment installed<br>• Tough book Mountings and Brackets purchased<br>• LTA Geographical Information System installed<br>• Portable Wheel Weigh purchased<br>• Potable Break, Smoke, Headlight Testers purchased |                               |                |             |           | Projects completed    | LTA           |

FRA: Fiji Roads Authority; LTA: Land Transport Authority; MRMDNDM: Ministry of Rural & Maritime Development

## Key Performance Indicators

| INDICATOR                                                                                                            | 2016  | 2017  | 2018  | 2019  | 2020  | 2021  |
|----------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|-------|-------|
| Existing roads to be maintained (km) (SDG 9.1)                                                                       | 7,524 | 7,524 | 7,524 | 7,524 | 7,524 | 7,524 |
| Existing roads to be resealed (km)                                                                                   | 340   | 340   | 340   | 340   | 340   | 340   |
| Existing bridges to be upgraded (no.)                                                                                | 1,251 |       |       |       |       |       |
| Existing jetties to be upgraded (no.)                                                                                | 47    |       |       |       |       |       |
| New streetlights to be constructed (no.)                                                                             | 500   | 500   | 500   | 500   | 500   | 500   |
| Existing streetlights to be upgraded (no.)                                                                           | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Number of fully automated motor vehicle inspection system (no.)                                                      | 1     | 1     | 1     | 1     | 1     | 1     |
| Number of permanent weighbridges                                                                                     | 2     | 2     | 2     | 3     | 2     | 2     |
| Annual fatalities on road transport (no. of people)                                                                  | 0     | 0     | 0     | 0     | 0     | 0     |
| Reduction in dependence on imported fossil fuel per km travelled for transportation (%) (Currently at 42%) (SDG 9.4) | 42    | 40    | 36    | 34    | 32    | TBD   |
| Reducing vehicle emission levels (%) (Currently set at 50%)                                                          | 50    | 47    | 45    | 43    | 40    | TBD   |

### 3.2.2 INTER-ISLAND NETWORK

#### ***“Safe, efficient, reliable, and affordable shipping services”***

Given our geographical dispersion, improving inter-island sea transportation is essential for livelihood, trade and commerce. The private sector plays a lead role in providing domestic shipping services, including both passenger ferries and freight services. Over the past years, the number of vessels has increased and the frequency of services has improved.

Government in the next 5 years will ensure improved inter island transportation in the maritime region. Investments will be undertaken for construction and upgrade of jetties, waiting sheds, slipways, navigational aids like lighthouses and beacon piles, and assistance for purchase of smaller boats for inter-island connectivity. Funding will also be channelled towards developing small-boat landings in the maritime regions and other coastal areas.

Incentives for private sector investments in new ships

and equipment will continue, together with subsidies for services to uneconomical routes under the franchise scheme. Government will also continuously review the subsidy rate, passenger fares and freight charges in line with cost structures. More investments will be undertaken in the acquisition of new vessels to boost Government Shipping Services' fleet (GSS), to support development projects and for passenger transportation to the maritime islands.

Education and training of seafarers and development of other skilled personnel needed by the industry will be strengthened through provision of scholarships and review of the training module by the Fiji Maritime Academy.

Safety at sea will also be a key priority, with strategies and programmes implemented to raise awareness and regulate and enforce regulations in favour of safety. Environmental concerns such as risk of oil spills, waste discharge and damage to our marine ecosystem will be properly regulated and enforced. Options will be explored to improve fuel efficiency at sea and ensure that infrastructure development is disaster-resilient.



## Goal, Policies and Strategies

| Goal: Safe, efficient, reliable, and affordable shipping services |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                          | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Development of the domestic shipping industry.                    | <ul style="list-style-type: none"> <li>• Consider concessions and other incentives to be provided to private sector for purchase of new ships.</li> <li>• Undertake a profitability study of the domestic shipping industry.</li> <li>• Review the seafarer's minimum wage rate under the Maritime Labour Convention 2014.</li> <li>• Amend the law to allow for older but refurbished ships that meet maritime safety standards to be imported.</li> <li>• Review the training module for seafarers by Fiji Maritime Academy and provision of at least 10 scholarships each year for the next five years to train more seafarers.</li> <li>• Improve efficiency at ports and provide competitive port charges, including for cruise ships.</li> <li>• Develop and dredge seaways and main rivers.</li> <li>• Provide economical, safe, adequate and efficient facilities for the transport of goods and people to facilitate trade, transshipment and other related functions.</li> <li>• Ensure optimal location, updated design and construction of existing and new jetties.</li> </ul>                                                                                                                                                                                                                                           |
| Increasing the shipping services to uneconomical routes.          | <ul style="list-style-type: none"> <li>• Provision of fortnightly shipping services on all uneconomical routes.</li> <li>• Review the amount of subsidy for each route under the Shipping Franchise Scheme.</li> <li>• Identify and develop new and shorter sea routes.</li> <li>• Increase government shipping services' human resources and vessels to enable them to also service the uneconomical routes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Development of maritime infrastructure.                           | <ul style="list-style-type: none"> <li>• Develop necessary policies for provision of jetties and small boat landings for inhabited islands and isolated coastal populations. Standards will be developed for jetty repair and replacements, taking into account climate change adaptation and disaster resilience. Consideration will also be given to designs that better suit all types of ship, for example for both bow and stern ramps and conventional ships with easier access to and from ships for passengers, especially for the elderly, infirm, young or disabled.</li> <li>• Upgrade and construct new infrastructure (jetties and berthing facilities) in the maritime islands including construction of waiting sheds.</li> <li>• Provide adequate maritime infrastructure such as Aids to Navigation (AtoNs), Mooring Buoys, and Beacons.</li> <li>• Replacement and/or maintenance of all AtoNs and beacons.</li> <li>• Develop improved slipway facilities through a public private partnership.</li> <li>• Continue upgrading port facilities at a number of outer island ports to improve transport links for the residents in maritime areas.</li> <li>• Undertake Environmental Impact Assessments (EIA) and Environmental Management Plans (EMP) and economic studies for any new port development.</li> </ul> |



| <b>Goal: Safe, efficient, reliable, and affordable shipping services</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                 | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Ensure safe, efficient, affordable, environmentally sound and sustainable inter-island transportation services. | <ul style="list-style-type: none"> <li>• Improve safety and efficiency in the provision of inter-island shipping through:               <ul style="list-style-type: none"> <li>◦ The Maritime Safety Authority of Fiji (MSAF) will ensure compliance with International Maritime Organization (IMO) safety conventions to which Fiji is signatory;</li> <li>◦ MSAF will ensure the formulation of and implementation of the national strategy for implementation of IMO and International Labour Organization (ILO) maritime instruments;</li> <li>◦ MSAF will pursue the inclusion of Fiji as a member of the IMO council Category C to voice concerns of Fiji and other Pacific Islands in the IMO assembly meetings;</li> <li>◦ Government will continue to determine future accessions to or withdrawals from international conventions; and</li> <li>◦ Government will explore the need for insurance policies for ship grounding, wrecks and abandonment in Fiji waters.</li> </ul> </li> <li>• MSAF will oversee and require registration from unregistered ships. Ships of 15m or less in registered length will be required to comply with the Small Craft Code and all registered ships will be required to hold safety certificates, and pass and remain within survey standards.</li> </ul> <p><b>Seafarers</b></p> <ul style="list-style-type: none"> <li>• Crew on Fijian registered ships are required to hold certificates of competency issued through MSAF or equivalent overseas certification;</li> <li>• MSAF will maintain records of seafarers and their qualifications which will be periodically audited for accuracy;</li> <li>• MSAF will continue to undertake a five yearly independent audit of the Fiji Maritime Academy and any other approved maritime training institution with reports sent to IMO to ensure that Fiji remains in the IMO white list<sup>16</sup>; and</li> <li>• Government will undertake a review of recruitment, training and retention of Fiji-certified seafarers.</li> </ul> <p><b>Safe Operation of Ships</b></p> <ul style="list-style-type: none"> <li>• All Fiji registered ships will be required to comply with Safe Ship Management regulations.</li> </ul> <p><b>Port State Control</b></p> <ul style="list-style-type: none"> <li>• MSAF will inspect international ships visiting ports in Fiji to ensure that these foreign-flagged vessels are in compliance with the requirements of IMO and ILO maritime instruments. This will contribute to the safety of shipping and the protection of the marine environment especially under the Tokyo Memorandum of Understanding.</li> </ul> <p><b>Safety of Small Craft and Community Education</b></p> <ul style="list-style-type: none"> <li>• MSAF will continue to explore and encourage ways of improving small craft safety through compliance with legislation, education programmes and sponsorship.</li> </ul> |

16. The White List is a list of countries assessed by the IMO as properly implementing the STCW-95 convention. The International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (or STCW), 1978 sets qualification standards for masters, officers and watch personnel on seagoing merchant ships. STCW was adopted in 1978 by conference at the IMO in London, and entered into force in 1984. The Convention was significantly amended in 1995.

| Goal: Safe, efficient, reliable, and affordable shipping services |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                          | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                   | <p><b>Maritime Navigation and Safety</b></p> <ul style="list-style-type: none"> <li>• MSAF will oversee the continuing programme of maritime Navaid restoration and maintenance, provide hydrographic and surveillance systems to International Association of Lighthouse Authorities (IALA)<sup>17</sup>, International Hydrographic Organization (IHO) and IMO standards; and</li> <li>• MSAF will pursue the establishment of Fiji as a regional centre of excellence for training in the Pacific region for Aids to Navigation by accrediting SPC as a regional training institution.</li> </ul> <p><b>Maritime Search and Rescue (SAR)</b></p> <ul style="list-style-type: none"> <li>• The National Rescue Coordination Centre (NRCC)<sup>19</sup> will coordinate the land, sea and air RCCs and will be available 24/7 to respond to emergency situations. A SAR Manual will be continuously updated as a quality control document. Fiji will accede to the international SAR Convention 1976 and a MOA will be entered into with other regional SAR organizations.</li> </ul> <p><b>Maritime Security</b></p> <ul style="list-style-type: none"> <li>• Continue to improve and extend the systems to provide maximum possible coverage of the marine-land interface and security for shipping and small craft travelling within Fiji waters and across its international maritime boundaries; and</li> <li>• MSAF will ensure continual compliance of ports of entries including Suva, Lautoka, Levuka, Malau, Vuda-Wairiki with the Maritime (ISPS Code)<sup>20</sup> Regulations 2014 and Fiji Ships travelling overseas are complaint with the ISPS Regulations to ensure that port of entries are safe and secure.</li> </ul> <p><b>Green Growth Framework</b></p> <ul style="list-style-type: none"> <li>• Implementation of the Green Growth Framework for Fiji, in particular the Way Forward outlined in Thematic Area 8 on Sustainable Transportation. Strategies and actions not covered elsewhere include support for improved hull and propeller designs, purchase and trial of a vessel fuelled by renewable energy, assessment of 4-stroke outboard motors, and study of incentives for low-carbon domestic shipping.</li> <li>• Implement other climate change adaptation measures for environmentally friendly shipping services through:</li> </ul> <p><b>Marine Pollution from Ports and Shipping</b></p> <ul style="list-style-type: none"> <li>• Fiji will become a signatory to the International Convention for the Prevention of Pollution from Ships (MARPOL) and other marine environment protection conventions including Antifouling Convention, Ballast Water Management, OPRC (International Convention on Oil Pollution) Convention and MSAF will maintain and implement legislation in conformity with these international convention obligations;<sup>21,22,23</sup></li> <li>• Fiji's pollution response capability will be upgraded using revenues from the Oil Pollution Levy (OPL) Fund;</li> <li>• Review the level of the OPL on ship operators to a point that achieves a balance between readiness to respond to pollution incidents and costs to visit ships, particularly the cruise ship industry;</li> <li>• Maintain the National Spill Contingency Plan (NATPLAN) by regularly convening the Marine Spill Advisory Committee and conducting training exercises with national and international partner response organizations, in particular the Australian Maritime Safety Authority (AMSA);</li> </ul> |

17. The aim of IALA is to foster the safe and efficient movement of vessels through the improvement and harmonisation of marine aids to navigation worldwide, and by other appropriate means.

18. The aim of the International Hydrographic Organisation is to ensure that all the world's seas, oceans and navigable waters are surveyed and charted.

19. A NRCC has been established by the Fiji Navy, combining the RCCs operated for maritime (Fiji Navy), land (Fiji Police) and air (Civil Aviation).

20. International Ship and Port Facility Security Code.

21. International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto (MARPOL 73/78).

22. The Ballast Water Management Convention is the diminutive term commonly used when referring to the "International Convention for the Control and Management of Ships' Ballast Water and Sediments", adopted by the International Maritime Organization in February 2004.

23. OPRC Convention - International Convention on Oil Pollution Preparedness, Response and Co-operation is an international maritime convention establishing measures for dealing with marine oil pollution incidents nationally and in co-operation with other countries. As of April 2015, there are 108 state parties to the convention.

| Goal: Safe, efficient, reliable, and affordable shipping services |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                          | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                   | <ul style="list-style-type: none"> <li>MSAF will pursue the implementation of the NATPLAN and National Oil Spill Response Strategy;</li> <li>MSAF will pursue the establishment of oil spill response equipment and facilities in strategic locations highlighted in the risk assessment report carried out by AMSA and the South Pacific Regional Environment Programme (SPREP) to ensure Fiji's state of readiness in responding to any marine spill in Fiji waters; and</li> <li>Formulate and maintain bilateral agreements for engaging international assistance to respond to major pollution incidents beyond the normal capacity of Fiji, such as the sinking of a vessel containing polluting cargo.</li> </ul> <p><b>Marine Infrastructure</b></p> <ul style="list-style-type: none"> <li>Standards Subcommittee of NRCC, Fiji Ports Corporation Limited (FPCL), FRA and MSAF to prepare guidelines for environmental impact mitigation and climate change adaptation for maritime infrastructure, delineating each agency's responsibility.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                          | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES |
|--------------------------------------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------------------|---------------|
|                                                                    | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |               |
| Shipping Franchise Scheme by Shipping Companies (No. of Trips)     | 168           | 168       | 168       | 168       | 168       | 840                   | MoIT/GSS      |
| Servicing Uneconomical Routes/Islands by GSS (No. of Trips)        | 12            | 48        | 48        | 48        | 48        | 204                   | MoIT, GSS     |
| Purchase of new Government Shipping Vessels (No. of Vessels)       | 1             |           | 1         |           |           | 2                     | GSS           |
| Rehabilitation of Lighthouses Programme (No of Lighthouses)        | 5             | 5         | 5         | 5         | 5         | 25                    | MSAF          |
| Upgrade of Shipping Vessels Programme (Number of Vessels)          | 1             | 1         | 1         | 1         | 1         | 5                     | GSS           |
| Establishment of MSAF Offices in Maritime Islands (No. of offices) | 2             | 2         | 2         |           |           | 6                     | MSAF          |

GSS: Government Shipping Services; MoIT: Ministry of Infrastructure & Transport; MSAF: Maritime Safety Authority of Fiji

## Key Performance Indicators

| INDICATOR                                          | 2015             | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------|------------------|------|------|------|------|------|------|
| Number of GSS shipping vessels                     | 9                | 9    | 11   | 12   | 12   | 13   | 13   |
| Increase in the number of registered ships/vessels | 15               | 16   | 17   | 20   | 23   | 25   | 25   |
| Increase in the number of registered boats         | 370              | 380  | 390  | 410  | 430  | 470  | 490  |
| Increase in the number of MSAF offices             | 12 <sup>24</sup> | 12   | 12   | 14   | 16   | 18   | 18   |

24. There are currently 12 MSAF offices around Fiji: Suva office (rented); Denarau (rented); Lautoka (rented); Narain Jetty (rented); Navua (FOC); Rakiraki (FOC); Natovi Jetty (FOC); Levuka (rented); Taveuni (FOC); Savusavu (FOC); Labasa (FOC); and Nabouwalu (FOC).

### 3.2.3 DOMESTIC AIR SERVICES

***“Unlocking our economic potential through consistent and reliable domestic air services”***

Reliable domestic air service is important for improved and efficient domestic connectivity. Apart from ease of travel for Fijians within Fiji, it is also crucial for further development of the tourism industry, trade and business.

In the next 5 years, government will allocate funding to upgrade and maintain domestic airports, airstrips, runways and associated facilities. There are plans for construction of a new airport in Vanua Levu, and the obstacle-limitation surfaces survey, geo-technical survey and feasibility study are in progress. Construction of new airstrips in maritime areas will also be explored. To ensure affordability of flight services, government will continue subsidising domestic flights.

Training and education for aviation professionals like aircraft engineers; pilots and air traffic controllers will be strengthened to meet International Civil Aviation Organization (ICAO) standards. The Aviation Academy will provide training for more controllers, air navigation engineers, security officers and rescue fire service officers for Airports Fiji Limited (AFL) and also train students from other Pacific Islands. Fiji National University will continue to provide training for aircraft engineers for Fiji and the region. The existing pilot training schools will also continue.

Safety audits will be continued on an annual basis for airlines operating under Air Transport Licensing Board (ATLB) licences and other aviation activities with certificates granted by the Civil Aviation Authority of Fiji (CAAF). Compliance requirements arising from these audits will be addressed in a timely manner to ensure that risks are mitigated.





## Goal, Policies and Strategies

| Goal: Unlocking our economic potential through consistent and reliable domestic air services   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                       | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ensure consistent and reliable domestic air services.                                          | <ul style="list-style-type: none"> <li>• Continue with the upgrading and maintenance of rural airstrips.</li> <li>• Continue to provide subsidy to the domestic air service providers under the domestic air service subsidy programme.</li> <li>• Provide an operating grant to the Civil Aviation Authority of Fiji for air transport services, and a further subsidy to serve uneconomical domestic routes.</li> </ul>                                                                                                      |
| Expand domestic air services.                                                                  | <ul style="list-style-type: none"> <li>• Review of the Obstacle Limitation Survey (OLS) for Matei airport.</li> <li>• Define the scope of works for Matei airstrip for ATR72-600 performance requirements.</li> <li>• Upgrade and resurface Rotuma Airstrip for ATR72-600 domestic operations.</li> <li>• Conduct technical studies (OLS and Geo Technical Surveys) to finalize the ideal location for an airport in Vanua Levu and government to assist AFL by investing in the necessary infrastructure required.</li> </ul> |
| Ensure better air service infrastructure facilities at all airstrips located in outer islands. | <ul style="list-style-type: none"> <li>• Implement a programme to facilitate the development of new airstrips and upgrade current airstrips to ensure provision of reliable and quality domestic air services.</li> </ul>                                                                                                                                                                                                                                                                                                      |
| Ensure higher level of safety standards in domestic air services.                              | <ul style="list-style-type: none"> <li>• Continue to enforce international standards in domestic air services to ensure safety and security of passengers and workers.</li> <li>• Encourage education and training for aviation professionals and transport economists, and other professionals by providing tertiary education scholarships and access to the Tertiary Education Loans Scheme (TELS).</li> </ul>                                                                                                              |

## Programmes and Projects

| PROGRAMME                                                                                                                    | ANNUAL TARGET                    |                           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------|-----------|-----------|-----------|-----------------------|---------------|
|                                                                                                                              | 2017-2018                        | 2018-2019                 | 2019-2020 | 2020-2021 | 2021-2022 |                       |               |
| Domestic Air Service Subsidy Programme (No. of Routes)                                                                       | 8 <sup>25</sup>                  | 8                         | 8         | 8         | 8         | 40                    | DCA           |
| Construction of an Airport in Vanua Levu                                                                                     | OLS and Geo Tech to be completed | Feasibility Study and EIA |           | 1         |           | 1                     | Govt/AFL      |
| Upgrade and resurfacing of Rotuma Airport to accommodate ATR72-600                                                           | Works to Complete                |                           |           |           |           | 1                     | AFL           |
| Matei Airport Upgrade for ATR 42/72-600                                                                                      | Works to commence                | Works to Complete         |           |           |           | 1                     | AFL           |
| Maintenance and upgrading of existing airstrips programme (Number of airstrips)                                              | 5 <sup>26</sup>                  |                           |           |           |           | 5                     | AFL           |
| Safety and security standards compliance programme (ensuring ICAO standards) (annual certification)                          | Compliant with ICAO standards    |                           |           |           |           |                       | CAAF          |
| Tertiary education scholarships in aviation industry related jobs and in-service training programme (number of scholarships) | 5                                | 5                         | 5         | 5         | 5         | 25                    | MoE           |

AFL: Airports Fiji Limited; CAAF: Civil Aviation Authority of Fiji; DCA: Department of Civil Aviation; EIA: Environmental Impact Assessment; ICAO: International Civil Aviation Organization; MoE: Ministry of Economy; OLS: Obstacle Limitation Survey

25. Suva/Rotuma, Nadi/Rotuma, Suva/Lakeba, Suva/Cicia, Suva/Vanuabalavu, Suva/Koro, Suva/Gau and Suva/Kadavu.

26. Matei, Kadavu, Lakeba, Gau and Bureta.

## Key Performance Indicators

| INDICATOR                                                                                    | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|
| Domestic passenger movement growth (%)<br>(SDG 9.1)                                          | 20   | 22   | 24   | 26   | 28   | 30   | 30   |
| Domestic aircraft landings growth (%)<br>(SDG 9.1)                                           | 15   | 16   | 17   | 18   | 19   | 20   | 20   |
| Number of new airports                                                                       |      |      |      |      |      | 1    | 1    |
| Number of current airports maintained and upgraded                                           | 13   |      |      |      |      |      |      |
| National aviation professionals compliant with ICAO standards (%)                            | 100  | 100  | 100  | 100  | 100  | 100  | 100  |
| Aircraft accident and fatality (Safety and security standard compliance with ICAO standards) | 0    | 0    | 0    | 0    | 0    | 0    | 0    |

### 3.2.4 INTERNATIONAL CONNECTIVITY (AIRPORTS AND SEA PORTS)

***“Enhancing Fiji’s status as a vibrant and modern regional and international hub for people and cargo movement”***

#### AIR CONNECTIVITY

International connectivity is vital for Fiji to reap the benefits of globalisation and expand our trade and tourism potential. Our location is also ideal to be a regional and international air and sea transport hub as well as provide a feeder network to service other hubs. As such, modernising and expanding Fiji’s airports and seaports and provision of efficient services will continue in partnership with relevant agencies.

The Nadi International Airport has been modernised with the upgrade of the terminal to international level, pavement rehabilitation and other development works. This has created a new image of Fiji’s main international gateway. There are now plans to construct a second international terminal and an upgraded domestic terminal.



Upgrade works for the Nausori International Airport terminal and runway will also be undertaken to continually raise standards and facilities. Government is also exploring options for development of a new international airport in Vanua Levu that will support our vibrant tourism industry and international passenger movements. Preliminary works have already started, with site identification underway. To facilitate this huge investment by Airports Fiji Limited, Government will provide the necessary infrastructure support.

Fiji Airways has also been undertaking major investments in renewing its fleet through both outright purchases and leasing arrangements. This will continue and will ensure that our national air carrier offers passengers a well-maintained and efficient aircraft fleet. These additional aircrafts will support plans to increase the number of available seats across all markets.

Apart from this, government will assist Fiji Airways in exploring and establishing new routes across the globe.

#### SEA CONNECTIVITY

Fiji’s seaports provide the major gateway for container and cargo movement and more recently for passenger movements with the growth in cruise tourism. Recently, government has partnered with the private sector for the management of Fiji’s ports and cargo terminals. This is to

ensure increased efficiency in port services. International best practices have been embraced, and plans have been developed to modernise port infrastructure.

For Fiji to be a regional and international hub, it is necessary to improve cargo-volume handling for imports, exports and transhipments. Investments will be made to raise berthing capacity and water depth, improve port efficiency, reduce turnaround time, adopt modern technology (communications and information technology), and make supporting industries and services available, with reasonable charges levied.

The Suva and Lautoka ports have been upgraded to better facilitate container movement. Modern cargo-handling machinery has been introduced, leading to improvements in service delivery and gains in efficiency. With increasing trade flows and cargo movements, expansion of berthing facilities and cargo storage is needed.

A long-term Ports Master Plan with a 7-year implementation plan is currently being developed to determine the current state and scope of international port operations. Government is exploring options for development of a new international seaport in Vanua Levu and the possibility of relocating cargo services from the Suva Wharf. An initial feasibility study for the port in Vanua Levu has been undertaken, with work underway for technical, economic and environmental impact assessment and detailed design work.



There are also opportunities to expand Fiji Ships & Heavy Industries Limited's (FSHIL) core business, such as in slipping, ship repairs, refit, refurbishments and heavy industries and engineering works. Partnerships between government and the private sector will be pursued to support the company in expanding its services in these areas.

## Goal, Policies and Strategies

| <b>Goal: Enhancing Fiji's status as a vibrant and modern regional and international hub for people and cargo movement</b>                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                                                      | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Improve Nadi's position as the nation's main gateway.                                                                                                | <ul style="list-style-type: none"> <li>• Complete upgrade and modernisation of Nadi International Airport.</li> <li>• Upgrade current terminal to include transit lounges and other services.</li> <li>• Construct Terminal 2 and additional flight gates.</li> <li>• Upgrade current runways.</li> <li>• Construction of international transit hotel near Nadi Airport.</li> <li>• Ongoing modernisation of the Fiji Airways fleet and the introduction of new international destinations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Continue upgrading Nausori airport and development of new airport to provide more international services.                                            | <ul style="list-style-type: none"> <li>• Construct new Terminal and upgrade and extend runway at Nausori Airport.</li> <li>• Construct new international airport in Vanua Levu.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Maintain a strong, independent, autonomous and efficient civil aviation oversight system that meets ICAO standards and international best practices. | <ul style="list-style-type: none"> <li>• Modernisation of the Fijian aviation regulatory framework that meets International Civil Aviation Organization (ICAO) standards and recommended practices.</li> <li>• Ensure Civil Aviation Authority of Fiji (CAAF) is adequately funded through independent and sustainable source of funding.</li> <li>• Maintain and retain a competent human resource capacity to effectively oversee civil aviation plans, strategies and activities.</li> <li>• Improve Fiji's international safety and security ratings under the ICAO Universal Safety (USOAP) and Security (USAP) Audit programmes.</li> <li>• Effective and efficient implementation of safety oversight system.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Develop port infrastructure to a level expected of international and regional ports.                                                                 | <ul style="list-style-type: none"> <li>• Formulate Ports Master Plan and implement its recommendations.</li> <li>• Explore the viability for the construction of Rokobili Port.</li> <li>• Enhance wharf infrastructure at Suva and Lautoka Ports and expansion of slipways to facilitate ship repairs and slipping of larger vessels (This includes ship/boat building as well).</li> <li>• Undertake further technical, economic and environmental studies and detailed design to confirm the viability of a new international port in Vanua Levu.</li> <li>• Continue upgrading port facilities at a number of outer island ports to improve transport links for the residents in maritime areas.</li> <li>• Undertake environmental impact assessments and environmental management plans (EIA and EMP) and economic studies for any new port development.</li> <li>• Support Fiji Ports Corporation Limited (FPCL) to introduce value added services through enhancement of other services, logistics and skills development.</li> <li>• Support Fiji Ports Terminal Limited to secure additional routes and services and access to wider markets, i.e. increased competition for shipping lines and additional and new shipping lines.</li> <li>• Review shipping freight rates with view to lowering the cost of doing business in Fiji through all freight being sorted at the hub, improved efficiency, and reduced risk of error.</li> <li>• Improve port efficiency by improving average container movement and cargo handling turnaround time.</li> </ul> |



## Goal: Enhancing Fiji's status as a vibrant and modern regional and international hub for people and cargo movement

| POLICIES                                                                                                                         | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promote sustainable development through application of world environmental best practices in all ports.                          | <ul style="list-style-type: none"> <li>• The Maritime Safety Authority of Fiji (MSAF) to strengthen Fiji's implementation of the Tokyo Memorandum of Understanding.<sup>27</sup></li> <li>• Ensure that the maritime environment is protected from pollution from ports and domestic shipping. Fiji needs to become a signatory to the International Convention for the Prevention of Pollution from Ships (MARPOL) Convention<sup>28</sup> and will maintain legislation in conformity with its international convention responsibilities.</li> <li>• MSAF to upgrade Fiji's pollution response capability using revenues from the Oil Pollution Levy Fund.<sup>29</sup> Review the level of the OPL on ship operators to a point that achieves a balance between readiness to respond to pollution incidents and costs to visiting ships, particularly the cruise ship industry.</li> <li>• MSAF needs to maintain the National Spill Contingency Plan (NATPLAN), regularly convene the Marine Spill Advisory Committee, and conduct training exercises with national and international partner response organizations, in particular the Australian Maritime Safety Authority (AMSA).</li> <li>• MSAF will need to maintain a protocol for engaging international assistance to respond to major pollution incidents beyond the normal capacity of Fiji, such as the sinking of vessels containing polluting cargo.</li> <li>• For marine infrastructure, the Standards Subcommittee of The National Rescue Coordination Centre (NRCC), FPCL, Fiji Roads Authority (FRA) and MSAF will need to cooperatively prepare guidelines for environmental impact mitigation and climate change adaptation for maritime infrastructure in their respective areas of responsibility.</li> <li>• The Fiji maritime transport agencies will need to continue to engage in cooperative efforts with other countries in the region, working through regional organisations to achieve consistent and compatible standards and practices appropriate to the region across the maritime sector.</li> </ul> |
| Maintain a strong financial performance for Airports Fiji Limited and Ports Fiji Corporation Limited (and subsidiary companies). | <ul style="list-style-type: none"> <li>• Improve operating income by continuously introducing modern systems and controls, standards, new working conditions, and more skilled workers to improve port operational efficiency.</li> <li>• Minimize or sustain operating expenditure by implementing prudent controls over major overhead costs and effective audit and internal control systems.</li> <li>• Invest in infrastructure and expansion of facilities generating higher asset base and profits.</li> <li>• Generate and invest in higher income generating activities to boost profit levels, such as infrastructure upgrade, acquisition of profitable assets and high returns of investment projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

27. Memorandum of Understanding on Port State Control in the Asia-Pacific Region, as amended 20 November 2008. Available from: <http://www.tokyo-mou.org>

28. International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto (MARPOL 73/78).

29. MSAF has requested Government that the Oil Pollution Levy (OPL) Fund be used to upgrade existing and implement new facilities and equipment to cover the risks and gaps in cover.

## Programmes and Projects

| PROGRAMME                                                                            | ANNUAL TARGET         |                      |           |           |           | TOTAL OUTPUT EXPECTED       | LEAD AGENCIES |
|--------------------------------------------------------------------------------------|-----------------------|----------------------|-----------|-----------|-----------|-----------------------------|---------------|
|                                                                                      | 2017-2018             | 2018-2019            | 2019-2020 | 2020-2021 | 2021-2022 |                             |               |
| Completion of Nadi Airport Modernisation Project                                     | Completed             |                      |           |           |           | Modernised Nadi airport     | AFL           |
| Nadi runway reseal and overlay maintenance                                           | Runaway resealed      |                      |           |           |           | Runaway resealed            | AFL           |
| Nadi apron pavement improvement G9-G12                                               | Pavement improved     |                      |           |           |           | Pavement improved           | AFL           |
| New aerobridges                                                                      | Aerobridges available |                      |           |           |           | Availability of aerobridges | AFL           |
| Nadi runway end safety area (RESA) improvement                                       |                       |                      |           |           |           | RESA improved               | AFL           |
| Expand Nadi Apron space to cater for business jets and increased commercial movement |                       | Apron space expanded |           |           |           | Apron space expanded        | AFL           |
| Domestic terminal upgrade                                                            |                       | Terminal upgraded    |           |           |           | Terminal upgraded           | AFL           |

| PROGRAMME                                                                                                                                                  | ANNUAL TARGET                                                                    |                                     |           |                           |           | TOTAL OUTPUT EXPECTED                   | LEAD AGENCIES |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------|-----------|---------------------------|-----------|-----------------------------------------|---------------|
|                                                                                                                                                            | 2017-2018                                                                        | 2018-2019                           | 2019-2020 | 2020-2021                 | 2021-2022 |                                         |               |
| Walkway upgrade                                                                                                                                            |                                                                                  | Walkway upgraded                    |           |                           |           | Walkway upgraded                        |               |
| Construction of International Transit Hotel in Nadi                                                                                                        |                                                                                  |                                     |           | Transit hotel constructed |           | Construction of transit hotel           | AFL           |
| Nausori airport and terminal upgrade                                                                                                                       | Runway upgrade and extension                                                     | Airport upgrading completed by 2020 |           |                           |           | Nausori airport upgraded                | AFL           |
| Provide Performance Based Navigation (PBN) for Nausori Airport similar to Nadi Airport                                                                     | Implementation of PBN as per the ICAO ASBU plan                                  |                                     |           |                           |           | PBN Implementation                      | AFL           |
| Surveillance control in the domestic airspace                                                                                                              | Implementation of ADS-B & MLAT                                                   |                                     |           |                           |           | Implementation of ADS-B & MLAT          | AFL           |
| Aeronautical Information Management (AIM) & System Wide Information Management (SWIM)                                                                      | Implementation of AIM & SWIM as per ICAO ASBU plan                               |                                     |           |                           |           | Implementation of AIM & SWIM            | AFL           |
| New ILS/DME for Nadi & Nausori airport                                                                                                                     | Commissioning of Nadi ILS/DME in 2017 and Nausori ILS/DME in 2018                |                                     |           |                           |           | Improve precision landing               | AFL           |
| Modernisation and Harmonisation of Fiji's Air Navigation Regulations and Standards with international requirements and best practices                      | Air Navigation Regulations and Standards in line with international requirements |                                     |           |                           |           | Compliance with international standards | CAAF          |
| Progress Fiji's implementation of an effective safety oversight system to meet ICAO standards                                                              | ICAO standards met                                                               |                                     |           |                           |           | ICAO standards met                      | CAAF          |
| Construction of the Fiji Aviation Academy (flight simulators, new pilot training, cabin crew training and all wet and dry drills for cabin and pilot crew) |                                                                                  | Completed                           |           |                           |           |                                         |               |
| Expansion of Slipway and upgrading Ship Repair facility (this include modernising the workshop facilities)                                                 |                                                                                  | Slipway upgraded                    |           |                           |           | Slipway upgraded                        | Govt/ FPCL    |
| Undertake further technical, economic and environmental studies and detailed design to confirm the viability of new international port in Vanua Levu.      | Study completed                                                                  |                                     |           |                           |           | FS completed                            | FRA/ FPCL     |
| Explore viability for construction of Rokobili Port                                                                                                        | To be explored after the completion of Ports Master plan                         |                                     |           |                           |           |                                         | MPE/ FPCL     |
| Secure PPP for financing of Rokobili Port                                                                                                                  | Financing to be secured                                                          |                                     |           |                           |           |                                         | MPE/ FPCL     |
| Upgrade and Expand Lautoka and upgrade by strengthening the wharf structure at Suva Ports                                                                  | Suva and Lautoka Ports upgraded and expanded                                     |                                     |           |                           |           | Upgrading works completed               | MPE/ FPCL     |

AFL: Airports Fiji Limited; CAAF: Civil Aviation Authority of Fiji CL: Coastal License FPCL: Fiji Ports Corporation Limited; ICAO: International Civil Aviation Organization; MPE: Ministry of Public Enterprises; RESA: Runway End Safety Area; RNP: Required Navigation Performance; PBN: Performance Based Navigation; AIM: Aeronautical Information Management; SWIM: System Wide Information Management; ADS-B: Automatic Dependant Surveillance- Broadcast; MLAT: Multi-lateration; ILS: Instrument Landing System; DME: Distance Measuring Equipment.

## Key Performance Indicators

| INDICATOR                                                                                                        | 2016      | 2017                                         | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------|------|------|------|------|
| Secure direct flight destinations to Asia and America                                                            | Singapore | Other destinations in Asia and North America |      |      |      |      |
| Increase passenger movement by 50% at the Nadi International Airport (benchmark - 2015 numbers) (%) (SDG 9.1)    | 10        | 20                                           | 30   | 40   | 50   | TBD  |
| Maintain Fiji's effective implementation of safety systems above global target on the ICAO State's dashboard (%) | 100       |                                              |      |      |      |      |
| Number of fatal accidents                                                                                        | 0         |                                              |      |      |      |      |
| International arrival turnover improved by 80% (benchmark - 2015 numbers) (%)                                    | 10        | 20                                           | 40   | 60   | 80   | TBD  |
| Port efficiency improved by 80% (benchmark - 2015 numbers) (%)                                                   | 10        | 20                                           | 40   | 60   | 80   | TBD  |

### 3.2.5 MODERNISING THE BUSINESS REGULATORY ENVIRONMENT

#### ***“A sound regulatory environment for inclusive and sustainable private sector development”***

The private sector plays a vital role in development, job creation and innovation. Government is continuously working towards improving the enabling environment for the private sector to thrive and expand. Tax rates have been reduced substantially, registration and licensing requirements are being streamlined, the new Companies Act has been enacted, business-opening hours have been relaxed, private sector participation in strategic areas is being pursued and supportive infrastructure is being developed. All this is contributing to reducing the overall cost of doing business in Fiji.

In the next 5 years, further improvements will be made to support business activity. The policy and regulatory framework for investment will be reviewed to entice more investment. Government is working with the International Finance Corporation (IFC) on the review of the Investment Policy and legislation. The implementation of the single-window clearance platform for tier 1 agencies will be strengthened and tier 2 agencies will be expedited. Government has engaged Singapore Cooperation Enterprise to provide technical assistance to improve the ease of doing business.

Approvals processes for regulatory agencies in the provision of services such as registration, land-use administration, development control, environmental protection, employment relations and tax administration will be enhanced through e-government.

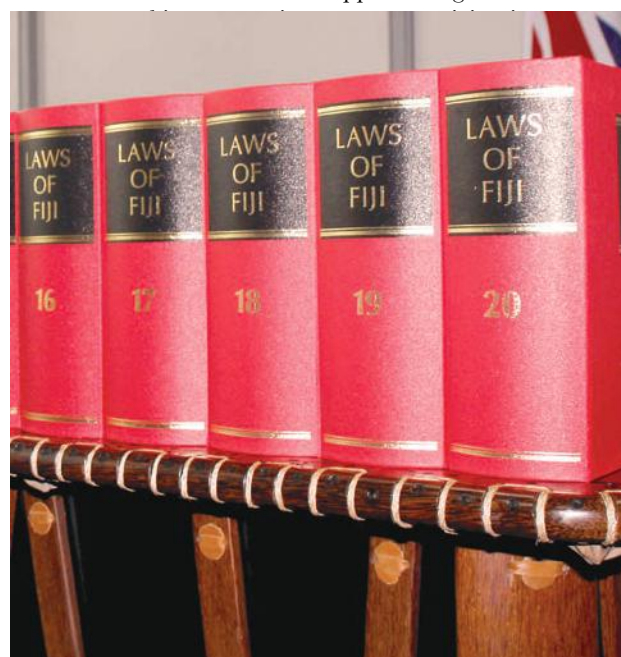
Land-use administration will be improved through digitisation of the Titles Office and development of the national land register. This will also include better access to accurate geospatial land-use information.

Development permission and building approvals are also important aspects of the business regulatory framework. In this regard, the Regulation of Building Permits Act 2017 has been passed and will provide a fast-track and streamlined process to enhance the existing building permits approvals process. The Town Planning Act and the Sub-division of Land Act are currently under review.

Tax administration will be further improved through development of the National Tax Information System (NTIS), opening new Fiji Revenue & Customs Services (FRCS) offices around Fiji and streamlining processes to improve efficiency and consistency in tax administration.

The competition policy framework will be enhanced to promote greater self-regulation and compliance and reduce restrictive trade practices.

A PPP policy framework will be adopted to support private-sector investment in major national infrastructure projects and other strategic areas. The Public Enterprises Act 1996 will be reviewed to support reorganisation





## Goal, Policies and Strategies

| Goal: A sound regulatory environment for inclusive and sustainable private sector development |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POICIES                                                                                       | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Enhance land use administration.                                                              | <ul style="list-style-type: none"> <li>• Capacity building to develop the Fiji Geospatial Information System, National Land Bank and National Land Register.</li> <li>• Support development of iTaukei and State land to improve access for productive purposes, including identification of land for deposit in the Land Bank through public awareness.</li> <li>• Strengthen administration of lease processes.</li> </ul> |
| Build capacity to enhance development control efficiency.                                     | <ul style="list-style-type: none"> <li>• Reform the Town Planning Act and Subdivision of Land Act.</li> <li>• Strengthen the Department of Town and Country Planning and local authorities to improve consistency and efficiency in the processing of development permission.</li> </ul>                                                                                                                                     |
| Sound Regulatory Framework for Environmental Protection.                                      | <ul style="list-style-type: none"> <li>• Capacity building to improve administration of the Environment Management Act (EMA) 2004 particularly Environment Impact Assessments.</li> <li>• Strengthen capacity to collate and report on natural resource and environment related data.</li> </ul>                                                                                                                             |
| Improved Labour Productivity.                                                                 | <ul style="list-style-type: none"> <li>• Develop Labour Market Information System.</li> <li>• Review Workmen's Compensation Act.</li> </ul>                                                                                                                                                                                                                                                                                  |
| More efficient tax administration                                                             | <ul style="list-style-type: none"> <li>• Develop National Tax Information System.</li> <li>• Decentralise FRCS Offices to improve access to taxation services.</li> </ul>                                                                                                                                                                                                                                                    |
| Develop PPP and SOE policies to support private sector development.                           | <ul style="list-style-type: none"> <li>• Review PPP Act and Public Enterprises Act.</li> <li>• Formulate privatization policy framework and implement privatisation programme for State Owned Enterprises (SOEs).</li> <li>• Formulate PPP policy framework and develop and implement a programme for PPP projects.</li> </ul>                                                                                               |
| Develop a National Competition and Consumer Protection Policy.                                | <ul style="list-style-type: none"> <li>• Develop a Comprehensive Competition and Consumer Protection Policy Framework, including review of Commerce Commission Act.</li> <li>• Public awareness and stakeholder engagement to promote best practices.</li> <li>• Promote voluntary compliance and self-regulation.</li> </ul>                                                                                                |
| Standards and Metrology.                                                                      | <ul style="list-style-type: none"> <li>• Review and revise legal framework relating to Trade Standards and Metrology.</li> <li>• Reorganise Department of National Trade Measurements and Standards.</li> </ul>                                                                                                                                                                                                              |
| Increase Foreign Direct Investment                                                            | <ul style="list-style-type: none"> <li>• Review Investment Policy and Legal Framework.</li> <li>• Client Relationship Management Database on investments.</li> <li>• Single Window Clearance for Tier 1 and Tier 2 Agencies.</li> </ul>                                                                                                                                                                                      |





## Programmes and Projects

| PROGRAMMES                                                                          | ANNUAL TARGETS                                                                                                |                                                         |                                                      |                                                      |           | TOTAL OUTPUT EXPECTED                                                    | LEAD AGENCIES   |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|-----------|--------------------------------------------------------------------------|-----------------|
|                                                                                     | 2017-2018                                                                                                     | 2018-2019                                               | 2019-2020                                            | 2020-2021                                            | 2021-2022 |                                                                          |                 |
| Enhance land use administration                                                     |                                                                                                               |                                                         |                                                      |                                                      |           |                                                                          |                 |
| Land Bank Investment                                                                | 6                                                                                                             | 6                                                       | 6                                                    | 6                                                    | 6         | 30 new leases                                                            | MLMR            |
| iTaukei Land Development                                                            | 4                                                                                                             |                                                         | 6                                                    |                                                      |           | 10 Land Dev. Projects                                                    | MOE, TLTB, DTCP |
| National Land Register                                                              | 20                                                                                                            | 20                                                      | 20                                                   | 20                                                   | 20        | 100 Parcel Boundaries Uploaded to Register                               | MLMR            |
| Land Use Master Plan - FGIS                                                         | <div><div>□ 3D Mapping of Prominent Buildings,</div><div>□ Improve access to Vanua View and NLUDP</div></div> | Data Input – TLTB, Titles, Town and Country Planning    | Data Input – TLTB, Titles, Town and Country Planning | Data Input – TLTB, Titles, Town and Country Planning |           | Developed Land Use Information System for All Land Use Approvals         | MLMR            |
| Build technical capacity to enhance development control                             |                                                                                                               |                                                         |                                                      |                                                      |           |                                                                          |                 |
| Strengthen Department of Town and Country Planning                                  | Adopt new Town Planning Act and Sub-div of Land Act                                                           |                                                         |                                                      |                                                      |           | Enhanced Regulatory Framework for Dev. Control                           | DTCP            |
| Harmonise local and national government administration                              |                                                                                                               |                                                         |                                                      |                                                      |           |                                                                          |                 |
| Review National Building Code                                                       |                                                                                                               | Review of Code                                          | Adopt new National Building Code                     |                                                      |           | New Building Code                                                        | MITT            |
| Improving regulatory performance                                                    |                                                                                                               |                                                         |                                                      |                                                      |           |                                                                          |                 |
| Effective administration of EMA (2004)                                              | SOE Report                                                                                                    | National Environment Strategy                           |                                                      | National Resource Inventory                          |           |                                                                          | MoEn            |
| Strengthen Capacity for collection of natural resource and environment related data | Build GIS Capacity<br>3 <sup>rd</sup> National Communications Report                                          | Identify Data Inputs – Land, Air and Marine             | Begin Data Inputs                                    |                                                      |           |                                                                          | MoEn            |
| Workmen’s Compensation                                                              | Adopt new WC Act                                                                                              | Complete processing of all pending public service cases |                                                      |                                                      |           | Zero Backlog for WC Cases                                                | MEPIR           |
| Tax Administration Framework                                                        | Review Tax Administration Rules<br>Develop NTIS                                                               | New harmonised tax admin framework<br>Complete NTIS     |                                                      |                                                      |           | Tax Administration Act<br>NTIS                                           | FRCS            |
| Foreign direct investment                                                           |                                                                                                               |                                                         |                                                      |                                                      |           |                                                                          |                 |
| Single Window Clearance                                                             | For Titles Office, Immigration Department, Local Government                                                   | For Director of Lands, TLTB, Ministry of Labour         | Director of Lands, TLTB, EIAs                        | Director of Lands, TLTB, EIAs                        |           | Regulatory Approvals through Single Window Clearance for Tier 2 Agencies | MITT            |

| PROGRAMMES                                                                | ANNUAL TARGETS                                                     |                                                                    |                                |           |           | TOTAL OUTPUT EXPECTED                                               | LEAD AGENCIES |
|---------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------|-----------|-----------|---------------------------------------------------------------------|---------------|
|                                                                           | 2017-2018                                                          | 2018-2019                                                          | 2019-2020                      | 2020-2021 | 2021-2022 |                                                                     |               |
| Review of Investment Policy and Legal Framework                           | Review Act                                                         | Adopt new Policy and legal framework                               |                                |           |           | Revised Investment Policy and Law                                   | MITT          |
| <b>Develop PPP and SOE policies to support private sector development</b> |                                                                    |                                                                    |                                |           |           |                                                                     |               |
| Public Enterprise Reforms                                                 | Adopt new Pub. Ent. Act                                            |                                                                    |                                |           |           | New regulatory framework for SOEs                                   | MPE           |
| Privatization Policy Framework                                            | Divestment of FEA                                                  |                                                                    |                                |           |           | Complete privatization of identified SOEs                           | MPE           |
| PPP Policy Framework                                                      | Adopt new PPP Policy Framework                                     |                                                                    |                                |           |           | New PPP policy framework                                            | MPE           |
| Technical studies                                                         | Establish multi-sector regulator                                   |                                                                    |                                |           |           | Multi-sector regulator established                                  | MITT          |
| <b>Develop national competition and consumer protection policy</b>        |                                                                    |                                                                    |                                |           |           |                                                                     |               |
| National Competition Policy                                               | Review restrictive regulations under business regulatory framework | Review restrictive regulations under business regulatory framework | Adopt new regulatory framework |           |           | Enhanced regulatory framework for competition law                   | MITT          |
| Technical Capacity of the FCCC                                            | Build capacity to administer restrictive trade practices           |                                                                    |                                |           |           | Landmark rulings on competition law                                 | MITT          |
| Restructure Department of National Trade Measurement and Standards        | Review of the legal framework                                      | Adopt new legal framework                                          |                                |           |           | Restructured Department of National Trade Measurement and Standards | MITT          |

MoEn: Ministry of Environment; DTCP: Department of Town & Country Planning; EIA: Environment Impact Assessment; FCC: Fiji Commerce Commission; FDI: Foreign Direct Investment; FEA: Fiji Electricity Authority; FRCS: Fiji Revenue & Customs Services; GIS: Geographic Information System; MEPIR: Ministry of Employment, Productivity and Industrial Relations; MITT: Ministry of Industry, Trade & Tourism; MLMR: Ministry of Lands & Mineral Resources; MOE: Ministry of Economy; MPE: Ministry of Public Enterprises; NLUDP: National Land Use Development Plan; NTIS: National Tax Information System; PPP: Public-Private Partnership; RBF: Reserve Bank of Fiji; SOE: State Owned Enterprise; TLTB: iTaukei Land Trust Board; WC: Workmen's Compensation.

## Key Performance Indicators

| INDICATOR                            | 2015 | 2021 |
|--------------------------------------|------|------|
| Private Sector Investment (% of GDP) | 20.9 | >15  |

### 3.2.6 MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT

#### ***“Promoting entrepreneurial culture through sustainable micro, small and medium enterprises”***

The growth of micro, small and medium enterprises (MSMEs) is essential for job creation, income generation, rural development, poverty alleviation and empowerment of youth and women. In the next 5 years, interventions will focus on improving the institutional setting, access to finance, business incubation and training and connecting MSMEs to markets.

A MSME council has been established to provide policy direction and leadership to enable and facilitate strategies for the development of MSMEs in the country. A Central Coordinating Agency will be established to develop, implement, monitor and evaluate MSME development in collaboration with various stakeholders. The primary focus will be on coordinating financing, facilitating business training, mentoring, advisory and incubation, and data-collection support.

Government will continue and further expand financial assistance provided under the Micro and Small Business Grant (MSBG) scheme, SME credit guarantee, and subsidies through the Fiji Development Bank (FDB) and

continue to encourage the financial sector to provide loans to MSMEs. Government will also launch the Young Entrepreneurship Scheme (YES), which will provide immediate assistance in the form of grants to qualified young and budding entrepreneurs, who have bankable ideas/projects which financial institutions are not willing to support due to lack of collaterals.

A ‘Roadside Stalls Project’ will be piloted to provide vendors along the highway in the areas outside of municipalities with standardized stalls to sell their produce. This project will not only improve the standards, presentation and hygiene of their produce, but also assist to gradually mainstream these vendors into the formal sector.

A Secured Transactions Framework is being drafted that will allow for the use of movable property such as equipment, inventory, accounts receivable, equities, crops and livestock as collateral for accessing loans. This will ease the access of MSMEs to the formal financial sector.

To guide the operations of microfinance service providers, a legal and regulatory framework will be developed.

A database will be established to register MSMEs to ensure availability of reliable data that will assist in policymaking. More funding and other resources will be channelled towards business incubation, skills training and other support services.



## Goal, Policies and Strategies

| Goal: Promoting entrepreneurial culture through sustainable micro, small and medium enterprises |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                        | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Reform of MSME business regulatory environment.                                                 | <ul style="list-style-type: none"> <li>Establishment of a National MSME Council.</li> <li>Establishment of a new MSME Central Coordinating Agency.</li> <li>Review the legislative and strategic framework for MSMEs in line with the recommendations of the Financial Sector Development Plan (FSDP).</li> <li>Review of Fiji Development Bank.</li> <li>Review of current data sources on MSMEs and establishment of new MSME database.</li> </ul>                                                                                                                                                                                                   |
| Improve MSMEs access to finance.                                                                | <ul style="list-style-type: none"> <li>Increase the provision of finance available through government funded programmes, including MSBG scheme, SME credit Guarantee Scheme, YES and SME financing support through FDB.</li> <li>Incentivise medium enterprises listing on South Pacific Stock Exchange (SPSE) as a way to raise funds and explore and implement innovative ways for MSMEs to source funding e.g. crowd-funding.</li> <li>Develop secured transactions framework that will allow for the use of movable property as collateral.</li> <li>Develop a legal and regulatory framework to govern microfinance service providers.</li> </ul> |
| Improve access to business training.                                                            | <ul style="list-style-type: none"> <li>Expand the reach of business training services to more entrepreneurs across all divisions.</li> <li>Encourage and support business innovation through entrepreneurship training and mentoring programmes.</li> <li>Develop refresher courses for entrepreneurs and training of trainers.</li> <li>Establish an online MSME resource page with easy to access resources regarding business operations and planning. The site will also provide information on regulation, compliance and inspection vital for running an enterprise.</li> </ul>                                                                  |

## Programmes and Projects

| PROGRAMME                                               | ANNUAL TARGET                                                                                                                                                                                                                     |                                                                                                                                                                   |                                                                                                |           |           | TOTAL OUTPUT EXPECTED                                                                                                                                                                      | LEAD AGENCIES      |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|                                                         | 2017-2018                                                                                                                                                                                                                         | 2018-2019                                                                                                                                                         | 2019-2020                                                                                      | 2020-2021 | 2021-2022 |                                                                                                                                                                                            |                    |
| Review legislative, monitoring and supporting framework | <ul style="list-style-type: none"> <li>Enact secured transactions legislation</li> <li>Review of SME Development Act 2002</li> <li>Establish National MSME Council</li> <li>Establish MSME Central Coordinating Agency</li> </ul> | <ul style="list-style-type: none"> <li>Implement the secured transactions framework</li> <li>Review of SME Development Act 2002</li> <li>Review of FDB</li> </ul> | <ul style="list-style-type: none"> <li>Implement the secured transactions framework</li> </ul> |           |           | <ul style="list-style-type: none"> <li>Revised MSME legislation</li> <li>Implemented secured transactions framework</li> <li>Established MSME National Council and MSME agency.</li> </ul> | MIIT<br>RBF<br>FDB |
| SMECGS (Number of new loans)                            | 200+                                                                                                                                                                                                                              | 200+                                                                                                                                                              | 200+                                                                                           | 200+      | 200+      | Increase uptake of SMECGS (1,000+)                                                                                                                                                         | RBF                |
| MSBG (number of recipients)                             | 4,000                                                                                                                                                                                                                             | 2,000                                                                                                                                                             | 2,000                                                                                          | 2,000     | 2,000     | 12,000 grantees assisted                                                                                                                                                                   | MITT               |
| YES (number of recipients)                              | 30                                                                                                                                                                                                                                | 40                                                                                                                                                                | 50                                                                                             | 60        | 70        | 250                                                                                                                                                                                        | MITT               |
| NDP (number of projects)                                | 100                                                                                                                                                                                                                               | 100                                                                                                                                                               | 100                                                                                            | 100       | 100       | 500 projects funded                                                                                                                                                                        | MITT               |
| IHRDP (number of projects)                              | 10                                                                                                                                                                                                                                | 10                                                                                                                                                                | 10                                                                                             | 10        | 10        | 50 projects funded                                                                                                                                                                         | MITT               |



| PROGRAMME                                          | ANNUAL TARGET |           |                                       |                                       |           | TOTAL OUTPUT EXPECTED                                                 | LEAD AGENCIES |
|----------------------------------------------------|---------------|-----------|---------------------------------------|---------------------------------------|-----------|-----------------------------------------------------------------------|---------------|
|                                                    | 2017-2018     | 2018-2019 | 2019-2020                             | 2020-2021                             | 2021-2022 |                                                                       |               |
| Business training and courses (number of training) | 100           | 100       | • 100<br>• Development of online page | • 100<br>• Development of online page | 100       | 500 Business training and mentorship<br><br>Online MSME resource page | MITT          |
| Roadside Stalls                                    | 80            |           |                                       |                                       |           | 80 projects piloted                                                   | MITT          |

FDB: Fiji Development Bank; IHRDP: Integrated Human Resources Development Plan; MITT: Ministry of Industry, Trade & Tourism; MSME: Micro, Small and Medium Enterprises; NCSMED: National Centre for Small and Micro Enterprises Development; NDP: National Development Plan; RBF: Reserve Bank of Fiji; SME: Small and Medium Enterprises; SMECGS: Small and Medium Enterprises Credit Guarantee Scheme; MSBG: Micro and Small Business Grant.

## Key Performance Indicators

| INDICATOR                            | 2015 | 2021 |
|--------------------------------------|------|------|
| Private Sector Investment (% of GDP) | 20.9 | >15  |
| Reduce unemployment rate (%)         | 6.2  | 4    |

### 3.2.7 MANUFACTURING AND COMMERCE

#### ***“Building sustainable and globally competitive manufacturing and commerce”***

To transform Fiji, the manufacturing sector will be developed further, with more value addition and expansion into new areas of manufacturing. The elimination of fiscal duty on raw materials, zero duty on plant and machinery, low corporate taxes, tax free regions and other fiscal incentives have been provided by Government to support manufacturing and commerce. Apart from this, the Fijian Made-Buy Fijian campaign has augured well for the promotion of locally manufactured products, both within Fiji and internationally.

Government’s focus in the next 5 years is to develop Fiji as a manufacturing hub of the Pacific. Our large educated workforce, competitive wage rates, and attractive business environment provide the enabling environment for the manufacturing sector to thrive. The Fijian Trade Policy Framework identifies the manufacturing sector as a key sector that will lead to broadening of the export base through the promotion of value addition and diversification.

Investments will be supported for competitive high-value-added industries with an emphasis on agro-based manufacturing and niche products for export development. Foreign direct investment will be encouraged in a number of new industries. Government will develop specialised economic zones built on the “plug and play” concept with tailor made incentives to attract investments in the services and manufacturing industries. In this regard, the Wairabetia Economic Zone,

in the Western Division, will be the first such specialised economic zone. Joint ventures between foreign and local investors and other PPP modalities will be encouraged, with a key focus on technology transfer.

To meet the skills requirements of the manufacturing sector, specialised training and skill development will be provided. The required skills will be developed in collaboration with the technical colleges and tertiary institutions. The apprenticeship programme will also be strengthened.



## Goal, Policies and Strategies

| <b>Goal: Building sustainable and globally competitive manufacturing and commerce.</b>                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                              | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Expand industrial base and increase value addition.                                                                          | <ul style="list-style-type: none"> <li>• Promote joint ventures between foreign and local investors.</li> <li>• Promote and facilitate Public-Private Partnership (PPP) projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Facilitate private sector development.                                                                                       | <ul style="list-style-type: none"> <li>• Promote investment in infrastructure to stimulate Global Value Chain activities.</li> <li>• Develop an Investment Policy.</li> <li>• Undertake investment missions to capital and technology exporting nations and within the domestic economy.</li> <li>• Provide incentives to facilitate technological transfer.</li> <li>• Establish a more cohesive policy and supportive regulatory and institutional framework for investment.</li> <li>• Promote private sector driven research and development activities.</li> </ul> |
| Establish specialised programmes with tertiary and vocational institutions to support the manufacturing and commerce sector. | <ul style="list-style-type: none"> <li>• Introduce specialised training relevant to the manufacturing and commerce sector in existing institutes.</li> <li>• Revitalise the apprenticeship programme.</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |
| Develop rural based industrial enterprises.                                                                                  | <ul style="list-style-type: none"> <li>• Promote and facilitate the development of appropriate infrastructure.</li> <li>• Develop and implement a rural industrialisation strategy.</li> <li>• Promote the use of alternative and renewable sources of energy.</li> <li>• Encourage on-site agro-processing in agricultural farm blocks.</li> <li>• Establish linkages between agricultural farming blocks, industrial estates and out-grower schemes.<sup>30</sup></li> </ul>                                                                                          |
| Stimulate growth of domestic trading sector.                                                                                 | <ul style="list-style-type: none"> <li>• Promote the consumption of quality locally produced goods and services.</li> <li>• Promote formalisation of the domestic trading sector.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Encourage green manufacturing.                                                                                               | <ul style="list-style-type: none"> <li>• Encourage industries to adopt more environment-friendly technology and practices.</li> <li>• Promote sustainable use of water resources.</li> <li>• Strengthen conservation of biodiversity for sustainable manufacturing practices.</li> <li>• Promote energy efficiency.</li> <li>• Enhance waste management.</li> </ul>                                                                                                                                                                                                     |

30. Out-grower schemes, also known as contract farming, are broadly defined as binding arrangements through which a firm ensures its supply of agricultural products by individual or groups of farmers.

## Programmes and Projects

| PROGRAMME                   | ANNUAL TARGET                                      |                                                                                                       |                                                                             |           |           | TOTAL OUTPUT EXPECTED                         | LEAD AGENCIES |
|-----------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------|-----------|-----------------------------------------------|---------------|
|                             | 2017-2018                                          | 2018-2019                                                                                             | 2019-2020                                                                   | 2020-2021 | 2021-2022 |                                               |               |
| Wairabetia Economic Zone    | Securing land and engaging civil works Consultants | Phase 1: Reclamation works<br><br>Phase 2: Secure investment and draft Master Plan and Design Concept | Phase 2 (Ongoing) - Construction works commence                             |           |           | Wairabetia Economic Zone is operational       | MITT          |
| Promote green manufacturing |                                                    |                                                                                                       | Provide incentives for industries that adopt green manufacturing processes. |           |           | Incentives for green manufacturing developed. | FRCS, MOE     |

| PROGRAMME                                                                     | ANNUAL TARGET |                                  |                                 |           |           | TOTAL OUTPUT EXPECTED                                                             | LEAD AGENCIES |
|-------------------------------------------------------------------------------|---------------|----------------------------------|---------------------------------|-----------|-----------|-----------------------------------------------------------------------------------|---------------|
|                                                                               | 2017-2018     | 2018-2019                        | 2019-2020                       | 2020-2021 | 2021-2022 |                                                                                   |               |
| Introduction of technical programmes in tertiary and vocational institutions. |               | Review apprenticeship programmes |                                 |           |           | Private sector collaborating with local institutions on apprenticeship programmes | FHEC          |
| Fijian Made Buy Fijian Campaign                                               |               |                                  | Develop compliance requirements |           |           | Minimum compliance requirements and standards in place                            | MITT          |
| Rural Industrialisation                                                       |               |                                  |                                 |           | 1         | 1 rural based industrial company established                                      | MITT,         |

FHEC: Fiji Higher Education Commission; MITT: Ministry of Industry, Trade & Tourism; FRCS: Fiji Revenue and Customs Service.

## Key Performance Indicators

| INDICATOR                            | 2015 | 2021 |
|--------------------------------------|------|------|
| Private Sector Investment (% of GDP) | 20.9 | >15  |

### 3.2.8 FINANCIAL SERVICES

#### ***“A deep, competitive and stable financial system”***

A robust, well-functioning and regulated financial sector is a key driver for economic development.

Fiji has a relatively well-developed financial sector comprising commercial banks, licensed credit institutions, insurance companies, non-bank financial institutions, a superannuation fund and the stock exchange. The financial system has been well regulated by the Reserve Bank of Fiji.

In the next 5 years, more emphasis will be placed on improving financial literacy, financial inclusion, improving access to finance, integrated digital-payment systems, access to insurance services, capital market development, and establishing the legal framework for regulation of credit unions and moneylenders.

## Goal, Policies and Strategies

| Goal: A deep, competitive and stable financial system       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                    | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Improve financial literacy.                                 | <ul style="list-style-type: none"> <li>Review and monitor financial education programs for primary and secondary schools.</li> <li>Introduce financial literacy programs for tertiary students, low-income groups, and rural and marginalised communities.</li> <li>Encourage a savings culture amongst youths.</li> <li>Improve coordination of adult financial education training programs between government, the private sector and development partners.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  |
| Improve awareness and participation in the capital markets. | <ul style="list-style-type: none"> <li>Encourage regional and international securities listing and transactions on the South Pacific Stock Exchange (SPSE).</li> <li>Prioritize listing of State Owned Enterprises (SOEs) on SPSE to boost stock market activity.</li> <li>Encourage the introduction of new and alternative investment products and/or capital raising platforms on the SPSE.</li> <li>Support the provision of appropriate investor awareness and education initiatives (both general and targeted) throughout Fiji.</li> <li>Support the provision of relevant capacity building opportunities within the capital markets.</li> <li>Support the use of appropriate locally and internationally developed technology that will reduce transaction costs and time, and support ease of doing business in Fiji's stock market.</li> </ul> |
| Improve access to finance.                                  | <ul style="list-style-type: none"> <li>Implement the Secured Transactions Act.</li> <li>Encourage Micro, Small &amp; Medium Enterprises (MSME) listings on SPSE through tax incentives.</li> <li>Expand Small and Medium Enterprise (SME) Credit Guarantee Scheme.</li> <li>Simplify procedures for opening a bank account.</li> <li>Facilitate and enhance the deployment of reliable and secure agent networks for financial services in rural and remote areas.</li> <li>Improve access to microfinance and inclusive insurance products and services for low-income groups, and rural and marginalised communities.</li> <li>Encourage the use of digital financial services.</li> <li>Work with the insurance sector to develop insurance packages for climate and disaster related adversities.</li> </ul>                                          |
| Develop and strengthen Credit Unions.                       | <ul style="list-style-type: none"> <li>Review the legislative and institutional framework for credit unions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Programmes and Projects<sup>31</sup>

| PROGRAMME                                                            | ANNUAL TARGET                                                                       |           |           |           |           | TOTAL OUTPUT EXPECTED                                                       | LEAD AGENCIES                              |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------------------------------------------------------------------------|--------------------------------------------|
|                                                                      | 2017-2018                                                                           | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                                             |                                            |
| Improve access to finance                                            |                                                                                     |           |           |           |           |                                                                             |                                            |
| Number of new loans under SMECGS                                     | 200+                                                                                | 200+      | 200+      | 200+      | 200+      | 1,000+ new loans under SMECGS                                               | RBF                                        |
| Secured transactions legislation                                     | Develop and enact secured transaction legislation                                   |           |           |           |           | Secured Transactions Act                                                    | RBF, MoE, Solicitor General's Office       |
| Develop and strengthen credit unions                                 |                                                                                     |           |           |           |           |                                                                             |                                            |
| Review the legislative and institutional framework for credit unions | Complete review of Credit Union Act 1954<br><br>Map a way forward for credit unions |           |           |           |           | Revised legislative framework and development of roadmap for credit unions. | RBF, MoE, MITT, Solicitor General's Office |

MITT: Ministry of Industry, Trade & Tourism; MoE: Ministry of Economy; RBF: Reserve Bank of Fiji; SMECGS: Small and Medium Enterprises Credit Guarantee Scheme

31. The other relevant MSME policies and programs (review of MSMEs, ISEFF, SMECGS, NCSMED, NDR, IHRDP and MSBG.) are covered under Chapter 3.2.6.



## Key Performance Indicators

| INDICATOR                                                                                               | 2015                    | 2021                   |
|---------------------------------------------------------------------------------------------------------|-------------------------|------------------------|
| Increase the number of investors in the capital markets.                                                | 40,749 investors        | 100,000 investors      |
| Increase the value of shares traded as a percentage of market capitalization (%)                        | 0.9                     | 5                      |
| Total stock market capitalization of listed companies to increase to 25% of GDP by 2022(%)              | 11.7                    | 25                     |
| Increase the number of listed companies on the SPSE.                                                    | 17 listed companies     | 20 listed companies    |
| Reduce the number of unbanked adults by 90% by 2020 (SDG 8.10).                                         | 221,077 unbanked adults | 22,108 unbanked adults |
| Number of cash-in cash-out financial access points per 10,000 adults (SDG 8.10).                        | 21                      | 30                     |
| Percentage of new accounts at a formal financial institution (%) (SDG 8.10).                            | 64                      | 85                     |
| Percentage of new accounts at formal financial institution- women (%) (SDG 8.10).                       | 52                      | 72                     |
| Percentage of new accounts at formal financial institution- Youth (aged 15-30) (%) (SDG 8.10).          | 51                      | 80                     |
| Percentage of new accounts at formal financial institution- Eastern Division (%) (SDG 8.10).            | 44                      | 70                     |
| Percentage of new accounts at formal financial institution-Northern Division (%) (SDG 8.10).            | 55                      | 80                     |
| Percentage of new accounts at formal financial institution- Western Division (%) (SDG 8.10).            | 62                      | 85                     |
| Percentage of new accounts at formal financial institution- Central Division (%) (SDG 8.10).            | 73                      | 90                     |
| Percentage of adults that have an active mobile money account (used in the last 90 days) (%) (SDG 8.10) | 2.16                    | 15                     |
| Percentage of adults using digital payments other than mobile money (%) (SDG 8.10).                     | 8.1                     | 15                     |
| Percentage of adults using formal savings products (%) (SDG 8.10).                                      | 38                      | 45                     |
| Percentage of adults using formal credit products (%) (SDG 8.10).                                       | 6.9                     | 15                     |
| Percentage of adults with an insurance product (%) (SDG 8.10).                                          | 12                      | 25                     |
| Percentage of remittances sent through mobile money (%) (SDG 8.10).                                     | 3                       | 10                     |
| Average number of identification documents required to open a basic bank account (SDG 8.10).            | 2.5                     | 1                      |
| Cost of entry level to the banking system (\$).                                                         | 16.67                   | 10.00                  |
| Percentage of adults within 5km of an access point (%).                                                 | 54                      | 70                     |

### 3.2.9 SUSTAINABLE CITIES AND TOWNS

#### *“Creating vibrant and environmentally sustainable urban centres”*

Fiji is experiencing rapid urbanisation, with slightly over half the population now living in urban areas. This is projected to increase to around 56 percent by 2021. To create vibrant and sustainable urban centres, government in the next 5 years will focus on better urban development strategies, the identification and development of future growth centres, extension of town boundaries, urban waste management, beautification, disaster planning and response, upgrading and relocation of informal settlements, better traffic management and provision of basic services.

The Urban Policy Action Plan 2007 will be reviewed with a view to undertaking institutional reforms. Spatial plans and miniature models will be developed to guide long-term development in all urban centres. Areas identified for new-town development include Navua, Korovou, Nabouwalu, Keiyasi, Vunidawa, and Seaqaqa. The City and Town Planning Scheme will be reviewed and town boundaries will be extended to enable provision of municipal services.

Nature and recreation parks, gardens and walkways will be developed to beautify towns and cities and also ensure balance between urban expansion, nature and quality of living.

Consideration will be given to the establishment of a Waste Management Authority to provide more efficient,

effective and financially viable waste-management services to municipal councils. Waste recycling and transfer stations will also be developed in strategic areas around the country.

All new urban development projects will need to comply with guidelines to ensure resilience to climatic hazards and natural disasters. Structural integrity and climate and disaster-proof designs will be key aspects of future projects, together with early-warning systems, disaster-response plans, inter-agency coordination and enhanced disaster-response capacity.

A special Smart City Programme shall be developed for the Towns and Cities to ensure that the towns are cities adapt to global modern urban management practices. Smart City is expected to see that town and city centres promote green growth initiatives including green energy, effective and environmentally friendly transport systems, security for inhabitants, green building construction, technology advancement and new techniques for solid-waste management—all for the purpose of promoting a clean and green environment.

Sister-city arrangements shall be formed to drive the agenda at the town and city level. Sister-city arrangements are seen as a way to drive economic and green growth within our township centres and to foster technical advancement of town and city councils. Ministry of Local Government and Housing has been working with councils to establish sister-city relations with overseas counterparts. This year two sister-city relationships have been formed, one for Suva and one for Lautoka City.



## Goal, Policies and Strategies

| Goal: Creating vibrant and environmentally sustainable urban centres.                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                                      | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strengthen urban management and administration of town planning at municipal level.                                                                           | <ul style="list-style-type: none"> <li>Review status of Urban Policy Action Plan to determine achievements and areas for future work. The outcome of the review will guide the relevant institutional changes needed to improve urban management.</li> <li>Update all town-planning schemes to ensure they reflect the current state on the ground. This will provide a better basis to develop long-term spatial plans.</li> <li>Develop spatial plans with associated 20-year miniature models for all urban centres. The participation of all stakeholders within the municipality will be required to agree on the long-term vision for each urban centre. The development of the miniature models can be outsourced.</li> <li>Develop a programme to support the capacity of all municipal councils to effectively administer town-planning responsibilities. This will include stronger enforcement and adherence to the town-planning schemes and spatial plans that will be developed.</li> <li>Update town-planning schemes of small towns. Take the opportunity to adopt technology and urban management practices used successfully in towns abroad but adapted to suit the local context. Develop functional linkages between small towns and surrounding rural areas. These linkages to be part of the long-term development plan for the Division.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Strengthen long-term planning for identification of growth centres and their development into vibrant urban centres.                                          | <ul style="list-style-type: none"> <li>Identify areas for future growth in line with the development plans of each Division.</li> <li>Identify potential industries to support development and viability of growth centres in each relevant area through private-public partnerships.</li> <li>Continue with the identification and extension of town boundaries that will ensure standardisation of building structures, creation of employment opportunities and bring social services to the people.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Create an environment that fosters resource efficiency and effective management practices by individual households and corporate bodies within urban centres. | <ul style="list-style-type: none"> <li>Incentivise households and businesses to invest in renewable energy and adopt energy efficiency practices and technology including provision for subsidies.</li> <li>Develop and legislate energy efficiency standards for new buildings. All new buildings should have an energy conservation plan before they are approved.</li> <li>Introduce a rating system based on energy efficiency level of buildings (both existing and new) relative to legislated standards. Achievement of certain standards will earn certification and receive benefits from government. Start with voluntary assessment then move to mandatory assessment 10 years after standards have been adopted.</li> <li>Examine options for effective and efficient rainwater harvesting systems within urban centres. The recommended solutions for each urban centre to be integrated into Municipal plans.</li> <li>Incentivise waste management processes, including controlling the type of packaging material entering the country and recycling.</li> <li>Review institutional arrangements for waste management with a view to identifying the best model that can deliver an efficient, effective and financially viable waste management operation. This includes undertaking a feasibility study for a Waste Management Authority proposed in the Green Growth Framework. In the interim, the Central Government will provide support to local municipal councils to effectively manage waste disposal.</li> </ul>                                                                                                                                                                                                                                                                                   |
| Include vulnerability assessments, and climate change and natural hazards impact projections in infrastructure and urban planning.                            | <ul style="list-style-type: none"> <li>Undertake climate change modelling on all urban centres and develop hazard maps for all urban centres.</li> <li>Incorporate climate change adaptation and disaster risk management into town planning schemes.</li> <li>Infrastructure designs to incorporate building resilience to disasters.</li> <li>Strengthen coastal boundaries of urban centres through running a competition on design for coastal development of main urban central business districts that not only support natural biodiversity but also build resilience and protect urban infrastructure. The winning design to be adopted as a model in the spatial plan for an urban centre. For this plan period, the focus will be on Suva.</li> <li>Ensure disaster risk reduction and disaster management response plans are developed for all urban centres. These plans should address issues such as early warning systems, inter-agency coordination and the disaster response capacity of key agencies.</li> <li>Build partnerships between the community, private sector and municipal councils to collectively address climate change and disaster risk management challenges in urban centres.</li> <li>Improve knowledge and understanding at all levels of municipal governance of the hazard maps relevant to their respective jurisdictions.</li> <li>Establish a National Platform for Climate Change and Disaster Risk Management where stakeholders can interact and better coordinate resources.</li> <li>Undertake awareness on climate change adaptation and strengthen disaster management at community level through the dissemination of user-friendly brochures, public debates, social media and other multimedia sources.</li> <li>Implement a mangrove revitalization program.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                      | ANNUAL TARGET                                                             |                          |                              |                                 |                       | TOTAL OUTPUT EXPECTED | LEAD AGENCIES                 |
|------------------------------------------------|---------------------------------------------------------------------------|--------------------------|------------------------------|---------------------------------|-----------------------|-----------------------|-------------------------------|
|                                                | 2017-2018                                                                 | 2018-2019                | 2019-2020                    | 2020-2021                       | 2021-2022             |                       |                               |
| New or revised legislation                     | 3 (Town Planning Act, Subdivision of Lands Act, and Local Government Act) |                          |                              |                                 |                       | 3                     | MLGH                          |
| Town Planning Schemes                          | 2<br>Levuka, Nadi                                                         | 1<br>Nausori             | 1<br>Labasa                  | 3<br>Sigatoka, Nabouwalu, Navua | 2<br>Savusavu, Levuka | 9                     | MLG                           |
| Urban Centre Miniature Models                  |                                                                           | 3<br>Suva, Lautoka, Nadi | 3<br>Nausori, Labasa, Nasinu | 3<br>Sigatoka, Ba, Lami         |                       | 9                     | MLG and Municipal Councils    |
| Improvement of final disposal sites            | 1<br>Labasa                                                               | 1<br>Sigatoka            | 1<br>Savusavu                | 1<br>Levuka                     | 1<br>Rakiraki         | 5                     | Municipal Council and MoEn    |
| Waste Management in Municipal Councils         | 1<br>Nasinu                                                               | 1<br>Nadi                | 1<br>Nausori                 | 1<br>Labasa                     |                       | 4                     | Municipal Council and MoEn    |
| New Growth Centres                             | 6 (Navua, Korovou, Nabouwalu, Keiyasi, Vunidawa, and Seaqaqa.)            |                          |                              |                                 |                       | 6                     | MLG and FEA, WAF, NFA and FRA |
| Hazard maps of urban areas                     |                                                                           | 20                       |                              |                                 |                       | 20                    | MLG and DOL                   |
| Suva Coastal development plan                  |                                                                           | 1                        |                              |                                 |                       | 1                     | Suva City Council             |
| <b>Municipal Councils Investment Projects:</b> |                                                                           |                          |                              |                                 |                       |                       |                               |
| Suva                                           |                                                                           | 1                        | 2                            | 1                               | 1                     | 5                     | Suva City Council             |
| Lami                                           | 2                                                                         |                          | 1                            |                                 |                       | 3                     | Lami Town Council             |
| Sigatoka                                       | 2                                                                         |                          |                              |                                 | 1                     | 3                     | Sigatoka Town Council         |
| Nadi                                           | 1                                                                         |                          | 1                            |                                 |                       | 2                     | Nadi Town Council             |
| Ba                                             | 1                                                                         |                          |                              |                                 | 1                     | 2                     | Ba Town Council               |
| MSBG                                           | 1                                                                         |                          | 1                            |                                 |                       | 2                     | Tavua Town Council            |
| Rakiraki                                       |                                                                           |                          |                              | 1                               |                       | 1                     | Rakiraki Town Council         |
| Nausori                                        |                                                                           |                          | 2                            | 1                               |                       | 3                     | Nausori Town Council          |
| Nasinu                                         | 1                                                                         | 1                        |                              |                                 | 1                     | 3                     | Nasinu Town Council           |
| Levuka                                         | 5                                                                         |                          |                              |                                 |                       | 5                     | Levuka Town Council           |
| Labasa                                         | 1                                                                         |                          |                              |                                 |                       | 1                     | Labasa Town Council           |



| PROGRAMME | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES         |
|-----------|---------------|-----------|-----------|-----------|-----------|-----------------------|-----------------------|
|           | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |                       |
| Savusavu  | 1             | 1         |           |           |           | 2                     | Savusavu Town Council |

MoEn: Ministry of Environment; DOL: Department of Lands; MLG: Ministry of Local Government; FEA: Fiji Electricity Authority; FRA: Fiji Roads Authority; MLGH: Ministry of Local Government and Housing; NFA: National Fire Authority; WAF: Water Authority of Fiji.

## Key Performance Indicators

| INDICATOR                                                                                | 2015 | 2021 |
|------------------------------------------------------------------------------------------|------|------|
| Reduce urban poverty (%) (SDG 1.2)                                                       | 19.8 | 13.8 |
| Access to clean and safe water in adequate quantities, urban (% of population) (SDG 6.1) | 98   | 100  |
| Access to electricity, urban (% of population) (SDG 7.1)                                 | 98   | 100  |



### 3.2.10 EXPANDING THE RURAL ECONOMY

#### ***“Promoting equal opportunities, access to basic services and building resilient communities”***

Rural development is a key national priority, and government is committed to bridging the development gap between the rural and urban areas. Because this is a cross-cutting issue, other thematic areas also address the development of rural and maritime areas. Recent years have witnessed substantial government investment in the development of rural infrastructure, provision of education and health services, rural electrification, access to water, income-generating opportunities, better communications and transportation.

Over the next 5 years, these investments will continue in a more integrated manner. Divisional development plans will be developed in consultation with the relevant communities and other stakeholders for consideration for funding support by government.

Strategies will be implemented to improve production and better facilitate linkages between the agriculture sector and the market. This will assist in better organising rural farmers through cluster farming, provision of extension services, farm-access roads, irrigation, mechanisation, marketing support and export development. The role of the Agriculture Marketing Authority will be strengthened to provide effective marketing support without crowding out the private sector.

For disaster-risk management in rural and maritime areas, government has identified 830 vulnerable communities at risk from climate-related events to be relocated. Out of this, 48 communities in urgent need of relocation would be supported through government funding with assistance from development partners.

As part of its disaster-response and rehabilitation policy, the government is identifying and constructing evacuation centres that are compliant with the building code.

Community-based adaptation measures in rural and maritime regions will also be prioritised. These include the construction of sea walls, watershed management, river dredging and drainage, and riverbank protection.

There will be equal access by all to the factors of agricultural production. This policy will pay particular attention to the gender differences in access to and repayment of credit, the beneficiaries of land purchase, land titling, public amenities, extension services and technology. The policy will consider the disadvantaged position of the most vulnerable women in rural areas.



## Goal, Policies, Strategies

| Goal: Promoting equal opportunities, access to basic services and building resilient communities                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                             | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Assist rural and outer island communities to meet their basic needs, improve living standards and quality of life towards self-sufficiency.          | <ul style="list-style-type: none"> <li>• Strengthen the integrated rural development framework to incorporate an inclusive package when undertaking rural infrastructure development (roads, water, energy etc.) that will strengthen interagency coordination in facilitating implementation.</li> <li>• Develop divisional development plans in consultation with divisional stakeholders, including communities.</li> <li>• Awareness programmes to educate rural population on government programmes, social assistance schemes and their civic responsibilities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Rural and outer island dwellers enjoy increased access to markets and government economic services to ensure income and food and nutrition security. | <ul style="list-style-type: none"> <li>• Support development of Micro, Small and Medium Enterprises (MSME).</li> <li>• Establish rural transformation centres.</li> <li>• Inter-island shipping routes reviewed as well as improvement in inter island maritime infrastructure and frequency of services.</li> <li>• Increase access to collection centres (agriculture, fisheries, and handicrafts) in rural and maritime areas.</li> <li>• Increase access to formal savings and credit financial services, including rural banking, microfinance and savings and credit unions.</li> <li>• Increased market access and connectivity by upgrading infrastructure and the provision of basic services and amenities.</li> <li>• Formulate a land-use plan guideline.</li> <li>• Review the existing government institutional mechanisms and develop integrated community capacity building programmes at grassroots level in collaboration with NGOs.</li> <li>• Ensure the examination of sex and age disaggregated data and increase research on unpaid work in various sectors, including agriculture and family businesses, within the formal and informal contexts, as a basis for the allocation of resources for the training and development of unpaid workers.</li> </ul> |
| Strengthen cooperatives' institutional capacities.                                                                                                   | <ul style="list-style-type: none"> <li>• Integrate overlapping community projects Integrated Human Resource Development Programme, Agriculture programmes, youth programmes, women's project) under the legal structure of cooperatives.</li> <li>• Decentralize cooperatives training and capacity building in all divisions and provinces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Develop an integrated policy, approach and operational plan to effectively address climate change and disaster management.                           | <ul style="list-style-type: none"> <li>• Develop a National Strategic Plan for Climate Change and Disaster Resilience.</li> <li>• Review the Fiji National Disaster Management Arrangements to include Climate Change.</li> <li>• Review the Climate Change Policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Ensure rural community buildings are cyclone and flood resistant.                                                                                    | <ul style="list-style-type: none"> <li>• Review the National Building Code and incorporate cyclone and flood resilient design and construction standards.</li> <li>• Provide incentives for rural communities to support compliance with new building code standards.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strengthen understanding of the impacts of climate change and disasters in order to better plan for recovery and long term development.              | <ul style="list-style-type: none"> <li>• Develop comprehensive assessment framework, including adoption of the damage and loss assessment methodology.</li> <li>• Institutionalise a mechanism to collect and analyse hazard, vulnerability and exposure data.</li> <li>• Mainstream cost-benefit analysis into decision-making processes in mitigation and preparedness measures.</li> <li>• Encourage collaboration with development partners and tertiary institutions in researching priority areas of climate change and disaster risk reduction.</li> <li>• Develop hazard maps and models for all potential hazards (including sea level rise, storm surge, flood and tsunami).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| <b>Goal: Promoting equal opportunities, access to basic services and building resilient communities</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                                                  | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Resourcing and adaptation, and disaster risk management become part of the national and sub national development planning and budgetary process. | <ul style="list-style-type: none"> <li>• Explore post disaster financing modalities.</li> <li>• Improve access to global financing facilities such as the Green Climate Fund.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strengthen partnerships at all levels for building resilience to climate change and disaster.                                                    | <ul style="list-style-type: none"> <li>• Partner with civil society to build capacity at divisional and community level on resilience to climate change and disasters.</li> <li>• Undertake vulnerability assessments for all communities.</li> <li>• Develop climate and disaster resilience plans for rural communities.</li> <li>• Ensure that every rural community and every rural school has at least one building resilient to a category 4 cyclone.</li> <li>• Provide capacity building to communities that have been identified as vulnerable to rising sea levels and in need of relocation.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                                                                            | ANNUAL TARGET                                           |                                      |           |           |           | TOTAL OUTPUT EXPECTED                                                      | LEAD AGENCIES                    |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------|-----------|-----------|-----------|----------------------------------------------------------------------------|----------------------------------|
|                                                                                                                      | 2017-2018                                               | 2018-2019                            | 2019-2020 | 2020-2021 | 2021-2022 |                                                                            |                                  |
| Rural Development Projects                                                                                           | Highlighted in respective sectoral chapters of the Plan |                                      |           |           |           | Number of rural development projects implemented                           | MRMD                             |
| National Land Use Plan Guideline                                                                                     | Formulate NLP Guideline                                 | NLP formulated                       |           |           |           | Number of lands demarcated for specific resource-based economic activities | MLMR                             |
| Divisional Development Plans                                                                                         |                                                         | 4                                    |           |           |           | 4 divisional plans formulated                                              | MoE and Divisional Commissioners |
| Divisional Development Projects                                                                                      |                                                         |                                      |           |           |           |                                                                            |                                  |
| Consolidation and implementation of rural development capital projects endorsed by the Divisional Development Boards |                                                         | New/Ongoing Capital Projects         |           |           |           | Total number of rural development projects implemented in the Division     | Divisional Commissioner          |
| Shipping Franchise Scheme                                                                                            | Covered in the Inter-Island Network Chapter             |                                      |           |           |           |                                                                            |                                  |
| Mapping of resource-based sectors by Divisional and province level                                                   | Resource mapping by Provinces                           | Factor in maps into Divisional Plans |           |           |           | 14 provinces with identified potential for economic activities             | MLMR                             |



| PROGRAMME                                                                                                 | ANNUAL TARGET                                                     |                                                            |                          |                     |                      | TOTAL OUTPUT EXPECTED                                                               | LEAD AGENCIES |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------|--------------------------|---------------------|----------------------|-------------------------------------------------------------------------------------|---------------|
|                                                                                                           | 2017-2018                                                         | 2018-2019                                                  | 2019-2020                | 2020-2021           | 2021-2022            |                                                                                     |               |
| Develop an overarching rural based industry policy                                                        | Stakeholder consultation                                          | Policy formulated                                          |                          |                     |                      | 1 overarching rural-based industry policy formulated                                | MRMD          |
| Develop an integrated national strategic plan for climate change and disaster risk reduction              |                                                                   | Stakeholder Consultation                                   | Plan Formulated          |                     |                      | Integrated Strategic Plan for Climate Change and Disaster Risk Reduction formulated | MoE           |
| Reviewing the National Building Code                                                                      | Covered in the Housing and Sustainable Cities and Towns Chapters. |                                                            |                          |                     |                      |                                                                                     |               |
| Undertake integrated vulnerability assessment for all communities                                         | Northern Division                                                 | Central Division                                           | Eastern Division         | Western Division    |                      | 4 Divisional IVAs conducted                                                         | MoE/ DP       |
| Explore disaster and climate change financing modalities                                                  | Global Environment Facility/ Global Climate Financing             | Global Climate Financing                                   | Private Sector Financing | Bilateral Financing | Multilateral Funding | At least 3 funding sources secured                                                  | MoE           |
| Develop hazard maps and models for all potential hazards (sea level rise, storm surge, flood and tsunami) | Western Division                                                  | Central Division                                           | Northern Division        | Eastern Division    |                      | 4 Divisional Hazard Maps developed                                                  | MoE/ DP       |
| Village relocation                                                                                        |                                                                   | Waciwaci District School, Lakeba.<br><br>Narikoso, Kadavu. |                          |                     |                      | 2 villages                                                                          | MoE/<br>MDMMS |
| Seawall and River Bank construction                                                                       |                                                                   | 1 (Nabitu River bank)                                      |                          |                     |                      | 1 village                                                                           | MDMMS/<br>MoW |
| Drainage and Flood Protection (river dredging)                                                            | Covered under the Agriculture chapter.                            |                                                            |                          |                     |                      |                                                                                     |               |

| PROGRAMME                         | ANNUAL TARGET                                                                                                   |                                                                                                                                                  |                                                                                                                                                            |                                                                                                                                                                                                               |                                                                                                                                                                                                                    | TOTAL OUTPUT EXPECTED                            | LEAD AGENCIES |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------|
|                                   | 2017-2018                                                                                                       | 2018-2019                                                                                                                                        | 2019-2020                                                                                                                                                  | 2020-2021                                                                                                                                                                                                     | 2021-2022                                                                                                                                                                                                          |                                                  |               |
| Telemetry Instrument Installation | Bagata (2); Korovou at Town site (1); Navala water level station (1); Semo (1 Rainfall Station); and Sabeto (1) | Navala (1 water level station & 1 rainfall station); Namoka at Sigatoka (1); Nukulau (1 water level station); and Korolevu (1 rainfall station). | Naseyani water level (1) & rainfall station (1); Vitogo water level station (1); Koro (1 water level & 1 rainfall station); Nalotawa rainfall station (1); | Qauia water level station (1); Upper Waimanu water level station (1); Nakavu water level station (1); Dobuilevu water level station (1); Natawa water level station (1); and Dreketi water level station (1). | Upper Korovou catchment (1 water level & 1 rainfall station); Nawaka water level station; Navunikabi water level station; Laselevu water level station; Vunidawa water level station; Wailevu water level station. | 30 sets of telemetry instruments to be installed | MDMMS         |

IVA: Integrated Vulnerability Assessment; LDFF: Land Drainage and Flood Protection; MLMR: Ministry of Lands & Mineral Resources; MOIT: Ministry of Infrastructure & Transport; MRMD: Ministry of Rural & Maritime Development; MDMMS: Ministry of Disaster Management and Meteorological Services; NLP: National Land Use Plan; MoE: Ministry of Economy; DP: Development Partners; MoW: Ministry of Waterways.

## Key Performance Indicators

| INDICATOR                                                                                 | 2015 | 2021 |
|-------------------------------------------------------------------------------------------|------|------|
| Reduce rural poverty (%) (SDG 1.2)                                                        | 36.7 | 25.6 |
| Access to clean and safe water in adequate quantities , rural (% of population) (SDG 6.1) | 58   | 85   |
| Access to electricity, rural (% of population) (SDG 7.1)                                  | 80   | 100  |

### 3.2.11 SUGAR

#### ***“A sustainable sugar industry”***

The sugar industry will continue to play an important role in Fiji's socio-economic development as it supports the livelihood of over 200,000 Fijians. In preparation for the phasing out of preferential access to the EU, industry reforms have been undertaken to depoliticise the industry, improve milling efficiency and increase cane production.

The Fiji Sugar Corporation (FSC) 5 year Strategic Action Plan lays out a vision that supports the transition towards a modern and vibrant industry. The objective of the Action Plan is to raise sugarcane production to around 3.9 million tonnes to match the crushing capacity of the mills, which is estimated at around 4.2 million tons per annum<sup>32</sup>. The industry is currently producing around 1.6 million tonnes of cane. Cane replanting over the past five years has been badly affected by natural disasters and adverse climatic conditions.

To support adaptation to climate change, Government will invest in improving farm drainage infrastructure and irrigation to control water run-off and saltwater intrusion. Through the Sugar Research Institute of Fiji (SRIF), FSC will develop improved cane varieties to improve resilience of crops and production systems to climate change.

In the next five years, the government will support FSC and farmers to raise cane production to 3 million tonnes each year. Existing programmes on farm access roads, cane replanting and fertiliser subsidy will continue to ensure that production costs remain stable. In addition, FSC will invest in establishing its own farms. Such an investment will lead to an increase in the adoption of mechanisation within the industry.



32.

According to FSC records this target has been achieved 9 times over the 135 years history of the company.

With FSC under new executive management, each aspect of its operation will be reviewed including organisational structure, milling efficiency, state of infrastructure and assets.

FSC will focus on increasing the competitiveness of Fijian sugar in the global market. Government will support FSC in developing new markets in order to support the revitalisation of the industry.



## Goal, Policies and Strategies

| Goal: A sustainable sugar industry        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                  | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Enhance the growth of the sugar industry. | <ul style="list-style-type: none"> <li>• Improve industry governance through introduction of relevant legislation to support reform and reorganisation for growth of the industry.</li> <li>• Secure new sugar markets.</li> <li>• Promote programmes to entice young and active farmers into sugar cane farming.</li> <li>• Establish FSC owned farms to support production.</li> <li>• Increase support for and adoption of mechanisation.</li> <li>• Increase cane production to 3.0 million tonnes per annum by 2022/23.</li> <li>• Introduction of mechanical harvesting and establishment of lorry to rail transfer stations.</li> <li>• Full implementation of the cane quality payment system by 2022/23.</li> <li>• Develop climate resilient cane varieties</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                                               | ANNUAL TARGET |           |           |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES                 |
|-----------------------------------------------------------------------------------------|---------------|-----------|-----------|-----------|-----------|-----------------------|-------------------------------|
|                                                                                         | 2017-2018     | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                       |                               |
| Sugar Development Programme<br>(No. of hectares of fallow land planting and replanting) | 6,000         | 6,000     | 6,000     | 7,000     | 8,000     | 33,000 ha             | FSC, MoS                      |
| Sugar Development Programme<br>(No. of hectares of ratoon restoration)                  | 160           | 1,000     | 1,000     | 1,000     | 1,500     | 4,660 ha              | FSC, MoS                      |
| Penang to Rarawai cartage subsidy (tonnes of sugar cane)                                | 175,000       | 180,000   | 185,000   | 185,000   | 200,000   | 925,000 tonnes        | FSC, MoS                      |
| Subsidy to South Pacific Fertilizer Limited<br>(No. of farmers subsidized)              | 12,500        | 12,500    | 12,500    | 12,500    | 12,500    | 12,500 per annum      | FSC, MoS, SPFL active farmers |
| Upgrade of Cane Access Roads<br>(No. of roads upgraded)                                 | 2,869         | 2,869     | 2,869     | 2,869     | 2,869     | 2,869 roads per year  | FSC, MoS                      |

FSC: Fiji Sugar Corporation; MoS: Ministry of Sugar; SPFL: South Pacific Fertilizer Limited.

## Key Performance Indicators<sup>33</sup>

| PROGRAMME                                | ANNUAL TARGET |      |      |      |      |      |
|------------------------------------------|---------------|------|------|------|------|------|
|                                          | 2016          | 2017 | 2018 | 2019 | 2020 | 2021 |
| Sugarcane production<br>(million tonnes) | 1.39          | 1.63 | 1.8  | 2.2  | 2.6  | 3.0  |
| Sugar production (000 tonnes)            | 140           | 180  | 210  | 258  | 305  | 352  |

33. Source: Ministry of Sugar.



### 3.2.12 NON SUGAR AGRICULTURE

#### *“Competitive, sustainable and value-adding agriculture”*

The agriculture sector provides an important source of livelihood, food and nutrition security, income and employment. Government is focused on promoting self-sufficiency in the production and export of those agricultural products where Fiji has a competitive advantage.

In the next 5 years, key interventions will be pursued to increase production of commodities under bilateral quarantine agreements (eggplant, okra, pawpaw, chillies, and breadfruit), as well as rice, taro, cassava, fruits and vegetables, kava, organic products, livestock and dairy products.

Commodity plans for each product will be developed or reviewed. These plans will set targets and map out clear strategies to be implemented over the Plan period. Government will support initiatives for crop replanting, supplying agro inputs, extension services and training for young farmers, relevant crop-oriented research, provision of high-yielding and climate-resilient seeds and crop varieties, and better land-use planning. Apart from these initiatives, the commodity plans will provide directions for cluster farming, contract farming, and access to finance and labour requirements.

Mechanisation and new technologies will be adopted through government support and through private sector partnerships in areas of hydroponics, livestock and dairy, organic farming, and processing of agricultural products (ginger, rice, fresh fruits and vegetables) and fruit drinks.



These initiatives will boost large-scale production. They will also help knowledge transfer, help build expertise, and attract investment and access to markets. Small farms will also be assisted to graduate to semi-commercial status.

The Agricultural Marketing Authority (AMA) will be strengthened to provide effective marketing support to farmers in the rural and outer islands, while avoiding crowding out private sector participation. Stronger links will be forged between farms and markets to create greater synergy between the agricultural sector and the tourism industry.

For export development, we will continue to capitalise on our favourable trade and quarantine arrangements that allow exports of agricultural produce to Australia, New Zealand, the US, Europe, Canada, China and neighbouring Pacific Island countries. Opportunities to expand Fiji's exports for sale in mainstream supermarket chains overseas will also be pursued in the future.





## Goal, Policies and Strategies

| Goal: Competitive, sustainable and value-adding agriculture                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                   | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Continue broad-based support to agriculture as a key driver to economic growth and poverty alleviation.                                    | <ul style="list-style-type: none"> <li>• Strengthen research and development through a review and restructure of the Research and Extension Services Division.</li> <li>• Review the role and effectiveness of AMA in supporting the marketing of agro-produce, particularly for smallholder farms.</li> <li>• Develop a modern agricultural statistical database to better support decision-making.</li> <li>• Undertake an Agriculture Census Survey by 2019.</li> <li>• Adoption and implementation of Livestock Sector Strategy.</li> <li>• Formulation and adoption of a National Land Use Plan.</li> <li>• Enactment of the Land and Water Resources Management Bill.</li> <li>• Strengthen links and synergy between the agricultural sector and the tourism industry to promote locally grown foods.</li> <li>• Develop effective synergy between the Fiji Crops and Livestock Council and major industry players to drive efficiency, quality assurance and establishment of standards.</li> <li>• Development of tailor-made incentives and financial packages for smallholder farmers and incentivise investment into value addition and larger commercial agriculture ventures.</li> <li>• Provide stimulus for agricultural commodities' marketing both for domestic and export markets.</li> <li>• Establish and implement a programme to graduate farmers from subsistence to semi-commercial to full commercial farming.</li> <li>• Establish farmer cooperatives and promote cluster arrangements to raise synergy amongst farmers.</li> <li>• Improve production and productivity of the agriculture sector through increased mechanisation.</li> <li>• Review agriculture curriculum at the Fiji National University (FNU) to identify practical components and pathways into commercial agriculture.</li> <li>• Institutionalise a system of farmer training that encourages a new generation of farmers to receive relevant hands-on training as has been successfully demonstrated by the Tutu Training Centre.</li> <li>• Formulation and endorsement of the national seed policy.</li> <li>• Establish a local seed industry to ensure strategic availability of seed and other planting material.</li> </ul> |
| Provide targeted support to selected commodities.                                                                                          | <ul style="list-style-type: none"> <li>• Develop commodity and industry plans involving relevant stakeholders.</li> <li>• Develop agricultural commodities that have potential niche markets.</li> <li>• Concentrate resources and efforts on selected commodities for which Fiji has a competitive advantage and where there is an available domestic or export market: (i) BQA crops (Nadi), (ii) Dairy (Korovou), (iii) Pineapple and Mango (Rakiraki, Seaqaqa), (iv) Root crops (Bua), (v) Fruits and Vegetables (Sigatoka), (vi) Coconut (Taveuni) and (vii) Organic farming for Outer Islands (Levuka).</li> <li>• Provide infrastructure such as roads, utilities, packing and cold storage facilities.</li> <li>• Institutionalise a system of community-based training to farmers through Farmer Field Schools.</li> <li>• Encourage development of public-private partnership arrangements in operating collection centres</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Empower farmers through agricultural land use practices, and improved farm efficiency that promote sustainability in resource utilisation. | <ul style="list-style-type: none"> <li>• Collaborate with community-based partners to provide training in the proper approach to climate change and disaster risk management.</li> <li>• Farmer Field Schools training to include proper land use practices and risk management.</li> <li>• Strengthen the delivery of agriculture support services of research, extension training, soil health and water use, animal health, and credit assistance to improve farm productivity and efficiency.</li> <li>• Revitalisation and enhancement of traditional farming skills and knowledge (Food and nutrition security).</li> <li>• Increase understanding of and training in the use of backyard farming technologies such as container farming.</li> <li>• Develop and introduce organic farming methods to farmers and provide incentives for organic farming, and investment in greenhouse and hydroponic technology.</li> <li>• Continue initiatives to improve the use of farm waste for animal feed, organic fertilizer or biogas.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



| PROGRAMME                                                                              | ANNUAL TARGET                            |                                                          |                                                 |                                   |                                          | TOTAL OUTPUT EXPECTED                            | LEAD AGENCIES |
|----------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------|-------------------------------------------------|-----------------------------------|------------------------------------------|--------------------------------------------------|---------------|
|                                                                                        | 2017-2018                                | 2018-2019                                                | 2019-2020                                       | 2020-2021                         | 2021-2022                                |                                                  |               |
| Ginger Development Programme<br>(No. of farmers assisted)                              | 400                                      | 400                                                      | 400                                             | 400                               | 400                                      | 2,000                                            | MoA           |
| <b>Livestock Extension and Research Programme</b>                                      |                                          |                                                          |                                                 |                                   |                                          |                                                  |               |
| Livestock Sector Strategy                                                              | 5%                                       | 5%                                                       | 5%                                              | 5%                                | 5%                                       | Increase in livestock production by 5% per annum | MoA           |
| Dairy Development Programme<br>(No. of farmers assisted)                               | 60                                       | 60                                                       | 60                                              | 60                                | 60                                       | 300 farmers. 15% increase in milk production     | MoA           |
| Drainage Subsidy (% of major drainage)                                                 | 20                                       | 20                                                       | 20                                              | 20                                | 20                                       | 100% (92 schemes)                                | MoWa          |
| BTEC<br>(Eradication of Brucellosis and TB infections, % of livestock tested)          | 40                                       | 60                                                       | 80                                              | 80                                | 80                                       | 80% of livestock tested                          | MoA           |
| Livestock Rehabilitation Programme<br>(% replacement of poor dairy and beef livestock) | 40                                       | 50                                                       | 50                                              | 60                                | 60                                       | 60% of livestock replaced                        | MoA           |
| <b>Land Drainage and Flood Protection Programme</b>                                    |                                          |                                                          |                                                 |                                   |                                          |                                                  |               |
| Drainage and Flood Protection (rivers dredge)                                          | Dredge Sigatoka P2, Penang P1 and Nasivi | Continue dredging of Ba, Labasa, Rewa and Sigatoka River | Dredging of Ba, Labasa, Rewa and Sigatoka River | Maintenance of dredging equipment | Dredging of small rivers and tributaries | Reduce frequency of flash floods                 | MoWa, MoE     |
| Watershed Management                                                                   | Construction of Namosi 3rd dam           | Planning for Namosi 4th dam                              | Construction of Namosi 4th Dam                  | Planning of Nawaka 3rd Dam        | Construction of Nawaka 3rd Dam           | 4 dams                                           | MoWa          |
| Farm Access Roads (No. of roads)                                                       | 20                                       | 20                                                       | 25                                              | 25                                | 50                                       | 140                                              | MoA           |
| <b>Land Resource Planning Programme</b>                                                |                                          |                                                          |                                                 |                                   |                                          |                                                  |               |
| National Land Use Plan (Establishment of digital database and GIS)                     | Lomaiviti group                          | Lau group                                                | Rotuma and Yasawa                               | Kadavu                            | Taveuni                                  | 100%                                             | MoA           |

| PROGRAMME               | ANNUAL TARGET           |           |           |           |           | TOTAL OUTPUT EXPECTED       | LEAD AGENCIES     |
|-------------------------|-------------------------|-----------|-----------|-----------|-----------|-----------------------------|-------------------|
|                         | 2017-2018               | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                             |                   |
| State Owned Enterprises |                         |           |           |           |           |                             |                   |
| Fiji Rice Ltd           | New Rice Mill - Dreketi |           |           |           |           | Increase production of rice | Fiji Rice Limited |

BTEC: Brucellosis and Tuberculosis Unit; DDA: Demand Driven Approach; MoWa: Ministry of Waterways; MoA: Ministry of Agriculture; MoE: Ministry of Economy.

### Key Performance Indicator<sup>34</sup>

| PROGRAMME                     | ANNUAL TARGET |              |              |              |              |              |
|-------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|
|                               | 2016          | 2017         | 2018         | 2019         | 2020         | 2021         |
| BQA production (tonnes):      |               |              |              |              |              |              |
| - Breadfruit                  | 1,033.9       | 1,085.6      | 1,139.8      | 1,196.8      | 1,256.7      | 1,319.5      |
| - Chillies                    | 52.1          | 68.5         | 75.4         | 82.9         | 87.1         | 91.4         |
| - Egg plant                   | 1,180.9       | 1,239.9      | 1,301.9      | 1,367.0      | 1,435.3      | 1,507.1      |
| - Okra                        | 356.0         | 373.8        | 392.5        | 412.1        | 432.7        | 454.3        |
| - Pawpaw                      | 2,100.5       | 4,201.0      | 4,411.1      | 4,631.6      | 4,863.2      | 5,106.3      |
| Yaqona (tonnes)               | 4,509.8       | 4,058.8      | 3,855.9      | 3,663.1      | 4,762.0      | 4,175.9      |
| Ginger production (tonnes)    | 6,230.9       | 6,542.4      | 6,869.5      | 7,213.0      | 7,573.7      | 7,952.3      |
| Milk production (litres)      | 11,214,163.0  | 13,032,105.0 | 16,091,153.0 | 19,373,729.0 | 26,581,278.0 | 29,239,405.8 |
| Pineapple production (tonnes) | 6,629.0       | 6,960.4      | 7,308.4      | 7,673.9      | 8,057.6      | 8,460.4      |
| Dalo production (tonnes)      | 42,649.6      | 55,444.5     | 60,988.9     | 67,087.8     | 70,442.2     | 73,964.3     |
| Cassava production (tonnes)   | 59,689.7      | 74,612.2     | 78,342.8     | 82,259.9     | 86,372.9     | 90,691.5     |

34. Source: Ministry of Agriculture production targets.



### 3.2.13 FISHERIES

#### *“Sustainably managed fisheries resources”*

The fisheries industry is one of Fiji's key resource-based sectors. The sector consists of commercial offshore fishing, inshore fisheries, bêche-de-mer, aquarium fish, reef fish, seaweed, black pearls, aquaculture and other aquatic-based products.

The private sector has been the lead player in the fishing industry, with government providing the regulatory and resource-management oversight and pursuing adherence to regional and international commitments. Government has also supported the industry in the diversification of export markets, trade facilitation, product research and development, conducive fiscal and tax environment and infrastructure.

The government is endeavouring to address several sector-development challenges, including falling fish stocks, slow growth in aquaculture, finding ways to add value to fisheries resources, and the negative effects of climate change. The National Fisheries Policy that will be finalised soon will guide the management and development of sustainable fisheries within the offshore, inshore, coastal and aquaculture sub-sectors.

The Offshore Fisheries Decree 2014 and the Offshore Fisheries Management Regulations 2014 will continue to guide the development and sustainable management of the tuna fishery as well as the overall offshore fisheries

sector. Monitoring and enforcement will be strengthened to minimise illegal, unreported and unregulated fishing.

The Government is devising a distribution model to provide financial assistance to domestic fishing companies through the Tuna Stabilisation Fund. To obtain premium prices in export markets, certification for sustainable harvesting practices will continue and will be periodically monitored and reviewed.

The inshore fisheries sector will be sustainably managed through the further establishment of Marine Protected Areas (MPA) and other measures to provide for better catch management. The issue of permits and licences for traditional fishing rights of *Qoliqoli* (Customary Fishing Rights Area) is currently under review in consultation with relevant stakeholders. Government, in collaboration with its partners, will continue to support the revitalisation and conservation of mangroves and corals. To ensure better management of coastal and inshore fisheries, a reliable data-gathering framework will be established to track the level of catch and fish stock on a regular basis.

In light of the increasing demand for fisheries product, private sector investments will be supported in aquaculture projects through tax incentives, provision of juvenile fry and post-larva stocks, and research and extension services. The government will continue investment in the development of a multispecies hatchery.

Value addition of fish products will also be supported and promoted.



## Goal, Policies and Strategies

| Goal: Sustainably managed fisheries resources.                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                    | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Sustainably manage the benefits from offshore fisheries resources.                          | <ul style="list-style-type: none"> <li>• Finalise the National Fisheries Policy and its coverage of offshore-processing, value-addition and niche markets.</li> <li>• Review the Fisheries Act 1942 and its support for sustainable and viable growth and management of fisheries.</li> <li>• Encourage further research and industry uptake into value-adding and niche markets and encourage processing to capture more value through Pacific Fishing Company Limited (PAFCO) and other private players.</li> <li>• Undertake a 'look to the future exercise' that focuses on long-term tangible outcomes and the costs and benefits from fisheries.</li> <li>• Create a platform for the active engagement of private sector, regional partners and other key stakeholders to discuss offshore fisheries sector policies and programme initiatives.</li> <li>• Engage in regional fisheries partnerships to develop and implement a coherent approach to optimal and sustained fisheries developments.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Support inshore/coastal fisheries through sustainable fisheries management and development. | <ul style="list-style-type: none"> <li>• Establish a Coastal Fisheries Management Division responsible for the monitoring, control and surveillance of coastal fisheries.</li> <li>• Upgrade existing database to capture data on the status of inshore/coastal marine resources including regeneration and harvesting levels.</li> <li>• Conduct resource assessment survey to manage inshore fisheries.</li> <li>• Develop an appropriate valuation framework for inshore fisheries.</li> <li>• Review the procedures and streamline processes to obtaining assistance such as obtaining a fishing permit. Also finalise the review of fees and charges.</li> <li>• Undertake resource assessments and commodity profiling to establish the status of fish stocks.</li> <li>• Finalise the review of the Inshore Fisheries Management Decree and formalise a supportive inshore policy and regulations.</li> <li>• Complete a recreational fisheries policy to support activities such as game fishing.</li> <li>• Promote sustainable fisheries management and the replenishment of fish stocks through management tools such as establishment of MPAs, seasonal closures, size limits and quotas, and gear restrictions.</li> <li>• Intensify collaboration with development partners to empower community-based, integrated sustainable resource management and development initiatives through ongoing fisheries programmes.</li> <li>• Support the revitalisation and conservation of mangroves and corals.</li> <li>• Conduct training and equip fish wardens for effective monitoring and enforcement.</li> <li>• Support the strategic placement and maximise the use of infrastructure such as Rural Fisheries Service Centres (RFSC), ice plants and cold storage especially in the maritime islands. This would be complemented by appropriate training.</li> </ul> |
| Support growth of aquaculture industries.                                                   | <ul style="list-style-type: none"> <li>• Promote private sector investment in aquaculture through public and private partnerships, tax incentives, research and extension services, provision of juvenile fry and post larva stocks.</li> <li>• Support the cost-benefit analysis of the commercial development of aquaculture industries including existing and potential commodities such as tilapia, prawn, shrimp and seaweed.</li> <li>• Support small-scale farmers and community-based aquaculture production for food and nutrition security and livelihoods.</li> <li>• Improve access to technical advice, training, quality seed and feed supply, and financial support to aquaculture farmers.</li> <li>• Upgrade existing aquaculture facilities to boost brood and seed stock production.</li> <li>• Review existing fees and charges for brood and feed stock supply.</li> <li>• Undertake a value chain analysis of fisheries products including value-addition and marketing. Further explore fish commodities and products targeting potential niche markets such as bêche-de-mer, sea grapes, and marine fish culture.</li> <li>• Implement the Aquaculture Development Decree, along with regulations and the aquaculture strategic plan.</li> <li>• Finalise the Commodity Development Plan and Fiji Aquaculture Strategy.</li> <li>• Improve access to technical advice and financial support to aquaculture farms.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Programmes and Projects

| PROGRAMME                                                                | ANNUAL TARGET                             |                                                            |                           |                                  |                          | TOTAL OUTPUT EXPECTED                   | LEAD AGENCIES |
|--------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------|---------------------------|----------------------------------|--------------------------|-----------------------------------------|---------------|
|                                                                          | 2017-2018                                 | 2018-2019                                                  | 2019-2020                 | 2020-2021                        | 2021-2022                |                                         |               |
| Legislative Review                                                       |                                           |                                                            |                           |                                  |                          |                                         |               |
| Review of the Fisheries Act 1942                                         |                                           | Review/consultation                                        | Enactment                 |                                  |                          | Amended legislation                     | MoFi          |
| Policy and Plan Development                                              |                                           |                                                            |                           |                                  |                          |                                         |               |
| National Fisheries Policy                                                | Stakeholder consultation and draft report | Finalize report                                            |                           |                                  |                          | 1 Report                                | MoFi          |
| Inshore Fisheries Management Policy                                      |                                           | Stakeholder consultation                                   |                           |                                  |                          | 1 Policy Document                       | MoFi          |
| Marine Spatial Planning for the EEZ by 2020                              |                                           | Draft MPA Framework agreed                                 | Consult External Partners | Consult on Draft Map             | Final system MPAs agreed | MCS Training and Gazette of system      | MoFi          |
| Recreational Fisheries Policy                                            |                                           |                                                            |                           | Consultation and finalize policy |                          | 1 Policy                                | MoFi          |
| Integrated Divisional Coastal Management Plan                            |                                           |                                                            | Review/consultation       | Finalize coastal plans           |                          | 4 Integrated Divisional Coastal Plans   | MoFi          |
| Finalize the National Aquaculture Strategy and 5 year development plan   | Finalise strategic plan                   |                                                            |                           |                                  |                          | 1Aquaculture Strategic Plan             | MoFi          |
| Assessment Reports                                                       |                                           |                                                            |                           |                                  |                          |                                         |               |
| Report on the Outlook of the Fiji Offshore Fisheries Sector              |                                           | Consult stakeholders, draft and finalize report            |                           |                                  |                          | 1 Report                                | MoFi          |
| Coastal Fisheries Commodity Assessment Report                            |                                           | Conduct 2 assessments                                      |                           |                                  |                          | 2 Assessment Reports                    | MoFi          |
| Value Chain Analysis of Aquaculture Commodities                          |                                           | Conduct 2 assessments                                      |                           |                                  |                          | 2 Assessment Reports                    | MoFi          |
| Review of Procedures and Fees                                            |                                           |                                                            |                           |                                  |                          |                                         |               |
| Review the procedure for obtaining fishing licenses and fees and charges |                                           | Conduct review<br><br>Finalize report with recommendations | Gazette revised fees      |                                  |                          | Revised procedures and fees and charges | MoFi          |
| Review existing fees and charges for aquaculture                         |                                           | Conduct review<br><br>Finalize report with recommendations | Gazette revised fees      |                                  |                          | Revised procedures and fees and charges | MoFi          |
| Surveys                                                                  |                                           |                                                            |                           |                                  |                          |                                         |               |
| Coastal Fisheries Database                                               | Revive and support database               | Establish separate program support unit                    | Programme support         |                                  |                          | 1 Database<br><br>1 Programme           | MoFi          |
| Infrastructure Development                                               |                                           |                                                            |                           |                                  |                          |                                         |               |
| Establishment of Coastal Fisheries Management Division                   |                                           | Setup unit                                                 |                           |                                  |                          | Establishment of new unit               | MoFi          |

| PROGRAMME                                                    | ANNUAL TARGET                     |                                                   |                   |           |           | TOTAL OUTPUT EXPECTED | LEAD AGENCIES    |
|--------------------------------------------------------------|-----------------------------------|---------------------------------------------------|-------------------|-----------|-----------|-----------------------|------------------|
|                                                              | 2017-2018                         | 2018-2019                                         | 2019-2020         | 2020-2021 | 2021-2022 |                       |                  |
| Coastal Fisheries Development Programme                      | Continuation of ongoing programme |                                                   |                   |           |           | 1 Programme           | MoFi             |
| Strategic placement and establishment of new RFSC            |                                   | Identification of strategic locations             | Programme support |           |           | 1 Programme           | MoFi             |
| Research and Development                                     |                                   |                                                   |                   |           |           |                       |                  |
| R&D into value addition potential and niche market discovery |                                   | Desktop report with wide stakeholder consultation | R&D               |           |           | 1 Report and Policy   | MoFi             |
| Aquaculture Development Programme                            | Continue programme                |                                                   |                   |           |           | 1 Programme           | MoFi             |
| Brackish water Development Programme                         | Continue programme                |                                                   |                   |           |           | 1 Programme           | MoFi             |
| Mangrove Rehabilitation Programme                            |                                   | 1                                                 | 1                 | 1         | 1         | 1 Programme           | MoFo, MLMR, MoFi |

MoFi: Ministry of Fisheries; MoFo: Ministry of Forests; MLMR: Ministry of Lands & Mineral Resources; RFSC: Rural Fisheries Service Centres.

## Key Performance Indicators

| INDICATOR                                                          | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------------------------------|------|------|------|------|------|------|
| Number of new MPAs gazetted (No.) (SDG 14.2)                       | 3    | 3    | 3    | 3    | 3    | 3    |
| Establish MPAs targeting 30% of Fiji's marine areas (%) (SDG 14.2) | 1.8  |      |      |      |      | 30   |



### 3.2.14 FORESTRY

#### ***“Sustainable management and development of forestry resources”***

The forestry sector has a huge potential to support economic development. Sustainable forest-management practices will continue for the wood growing and processing industry to flourish.

An increased effort will be placed on plantation development. The Government has been the key player in forest-plantation management, with the private sector involved in harvesting and timber processing. Moving forward, private sector involvement in forest-plantation development and management will be increased through long-term leasing arrangements and appropriate technical support. A National Plantation Policy will be introduced to provide guidelines for setting up private-sector plantations and their operations as well as a Fire Management Strategic Plan to address the threat of forest fires to standing stock.

The Government will support reforestation of native and exotic forests, and Fiji's forest area, which is protected under long-term conservation initiatives, will be increased further. More areas will be identified under the Fiji REDD+<sup>35</sup> programme to protect our forests and at the same time generate financial benefits under carbon-trading mechanisms. This will also support Fiji's commitment to reduce carbon emissions. A new framework has been adopted for the harvesting of native forests. Framework guidelines set specific diameter limits by wood species, frequency of wood species logged and the standing volume of a forest.

The excellent quality of the country's timber and wood products is well-known in international markets, and Fiji is also known to have the world's largest non-native mahogany stock in the world. Strategies will be put in place to capture better returns from greater value addition by incorporating more down-stream processing.

An important engine of growth for the forestry sector will be local micro, small and medium enterprises (MSMEs) such as wood carvers and traditional handicraft artisans. Support will continue to be given to the development of small-to-medium cottage industries through the timber utilisation and research division within the Ministry of Forests.

Fiji also has potential for growth in wood bio-energy. Private sector partnerships will continue to be supported in this area.



### Goal, Policies and Strategies

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

35. Reducing Emissions from Deforestation and forest Degradation (REDD+).

## Programmes and Projects

| PROGRAMME                                                                  | ANNUAL TARGET  |                |                |                |                | TOTAL OUTPUT EXPECTED                    | LEAD AGENCIES |
|----------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------------------------|---------------|
|                                                                            | 2017-2018      | 2018-2019      | 2019-2020      | 2020-2021      | 2021-2022      |                                          |               |
| Sustainable Forest Management                                              |                |                |                |                |                |                                          |               |
| New regulatory framework for native and pine forests                       | 1              |                |                |                |                | Forest Act                               | MoFo          |
| Establish total forest area under long term conservation (hectares)        | 3%<br>(28,185) | 3%<br>(33,185) | 5%<br>(52,685) | 5%<br>(52,685) | 5%<br>(52,685) | Forests under long term conservation ≥5% | MoFo          |
| Monitoring of Permanent Sample Plots                                       | 50             | 50             | 50             | 50             | 50             | Monitored 50 sample plots annually       | MoFo          |
| Reforestation of degraded forests (hectares)                               | 500            | 800            | 1,000          | 1,500          | 1,500          | 5,300 ha of reforested                   | MoFo          |
| Drafting of Emissions Reduction Programme Document (ERPD)                  | 1              |                |                |                |                | REDD+ ERPD                               | MoFo          |
| Plantation Development                                                     |                |                |                |                |                |                                          |               |
| Preparation of plantation policy                                           | 1              |                |                |                |                | National Plantation Policy               | MoFo          |
| Fire Management Strategic Plan                                             |                |                | 1              |                |                | Strategic Plan                           | MoFo          |
| Product Development                                                        |                |                |                |                |                |                                          |               |
| Training and development (upgrade Nasinu sawmill)                          |                |                | 1              |                |                | Upgraded Mill                            | MoFo          |
| Upgrade of Tropik Wood Industries Limited's Sawmill, kiln and Boiler Coils |                |                |                |                | 1              | Upgraded plant and machinery             | TWIL          |
| Upgrade of Tropik Wood Products Limited's Wairiki wood chipping facility   |                |                |                |                | 1              | Upgraded wood chipping facility          | TWPL          |
| Upgrade of Fiji Forest Industries Ltd plant machinery                      |                |                |                |                | 1              | Upgraded plant and machinery             | FFI           |

ERPD: Emissions Reduction Programme Document; FFI: Fiji Forest Industries Limited; MoFo: Ministry of Forests; TWIL: Tropik Wood Industries Limited; TWPL: Tropik Wood Products Limited.

## Key Performance Indicators

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

### 3.2.15 MINING

#### *“A Sustainable Mining Industry”*

A sustainable mining sector will continue to provide employment, income, foreign exchange earnings and revenue for government.<sup>36</sup> Exports of minerals including gold, bauxite, iron ore and sand resources have been increasing in recent years together with exports of mineral water.

Mining activities are expected to increase in the near future, with eight mining leases currently being monitored and 78 exploratory licenses being issued. Apart from mineral exploration, these licences include offshore oil exploration and geothermal exploration to support renewable energy production.

Government will ensure sustainable mining practices and ecological balance together with equitable sharing of revenue amongst investors, landowners and the State.

The Mining Act, policies and institutional framework for mining and quarrying and the monitoring and evaluation

of operations will be revised and updated for better oversight in areas such as Occupational Health and Safety (OHS) and environmental safeguards.

Monitoring the environmental impact of mining and quarrying activities will be strengthened. The responsibilities of the Environment Unit within the Ministry of Land and Mineral Resources have been broadened to include the assessment and monitoring of river-gravel extraction, fine-sand dredging, and all foreshore development leases and licenses. Environmental impact assessments, compliance monitoring, consultations and rehabilitation work will also be part of the expanded role of the unit.

Investigation of potential groundwater sites will continue in order to increase production and access to sustainable, clean and safe drinking water. More boreholes will be drilled and linked to water reticulation systems supplied to households. The mining department will purchase a drill rig in 2017/18. Local laboratories will be upgraded to undertake water-quality testing and geochemical analysis so that samples do not need to be sent overseas for analysis.

36. The sector includes mining of minerals, quarrying and groundwater resources.





## Goal, Policies and Strategies

| Goal: A sustainable mining industry.                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                 | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Sustainable management of the Industry.                  | <ul style="list-style-type: none"> <li>• Protection of the environment and human life through the application of vigorous mining safety standards.</li> <li>• Monitoring of exploratory licenses and safety regulations.</li> <li>• Evaluation of environmental impact.</li> <li>• Strengthen resource management through proactive enforcement of provisions of the EMA and other legislation.</li> <li>• Organize Memorandum of Agreement with the Ministry of Environment (MoEn) on the roles and responsibilities of the Environment Division in the enforcement of the Environment Management Act (EMA).</li> <li>• Embed environment best practices in the Ministry's standard operating procedures (SOPs) for mining and groundwater development.</li> <li>• Enact and enforce appropriate legislation for all categories of minerals resources.</li> <li>• Maximise benefit from any exploration activity in particular for oil exploration.</li> <li>• Upgrade the quantity and quality of geoscience information and its availability.</li> <li>• Strengthen capacity to receive, store, catalogue, process, collate and efficiently retrieve any information from stakeholders, entrepreneurs and companies provided with licenses for exploration.</li> <li>• Upgrade data bank.</li> <li>• Enforce legislation for the collection and supply of data such as reports, surveys, drilling logs, seismic profiles, photographs, charts, punch cards and computer printouts, core samples and geochemical samples.</li> <li>• Strengthen and improve services rendered by the department's geochemical laboratory to continue and maintain verification of ore grade analysis.</li> <li>• Develop a fair royalty regime as required under Section 30 of the Constitution.</li> <li>• Reassess the Mineral Act to secure appropriate benefits to landowners.</li> <li>• Encourage cordial relationships between landowners and investors, including awareness of land tenure issues and developments in the sector.</li> <li>• Provide updated and verified information on newly explored areas and their mineral potential.</li> <li>• Carry out assessments on already explored Special Prospecting Licence (SPL) areas and other mineral potential areas.</li> <li>• Carry out resource assessment on mined areas. Specifically, the estimation on the resource that has been mined and the reserved area.</li> <li>• Strengthen local skills and increase employment opportunities generated through the mineral resources sector.</li> <li>• Ensure investments have training programmes as integral components.</li> <li>• Review remuneration of specialised positions to be on par with other industries.</li> </ul> |
| Encourage and accelerate growth through FDI.             | <ul style="list-style-type: none"> <li>• Promotion and marketing activities integrated with Investment Fiji programme.</li> <li>• Consider fiscal initiatives to attract and retain mineral exploration investment.</li> <li>• Ensure geoscience data readily available to assist investors.</li> <li>• Update Mineral Investigation Programme database and package findings for investors.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ensure sustainable development of groundwater resources. | <ul style="list-style-type: none"> <li>• Strengthen legislation on water quality control, standards and use.</li> <li>• Provide necessary capacity building in geosciences that ensures better management and control of groundwater resources.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



## Programmes and Projects

| PROGRAMME                                  | ANNUAL TARGET                                                                                                            |                                                                                                        |                                                                                                                 |                                                       |                                                                                                                       | TOTAL OUTPUT EXPECTED                                                                                     | LEAD AGENCIES                        |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------|
|                                            | 2017-2018                                                                                                                | 2018-2019                                                                                              | 2019-2020                                                                                                       | 2020-2021                                             | 2021-2022                                                                                                             |                                                                                                           |                                      |
| Mining legislation and agreements          |                                                                                                                          | Stakeholders review and consultation on draft legislation                                              | SG's review of final draft<br><br>Submission to Parliament                                                      |                                                       | Revised Mining Act and Policy                                                                                         | Revised Mining Act and Policy                                                                             | MRD, TLTB, MTA, TAB, MoEn, MoE, FRCS |
| Resource exploration and exploitation      | 3 new mining leases issued,<br><br>6 MIP sites<br><br>Standardise quarry operations<br><br>2 new mineral bottling plants | Maintain mineral exploration licenses and streamline quarry approvals and licensing<br><br>4 MIP sites | 2 new mining leases<br><br>Maintain exploration licenses<br><br>1 new mineral bottling plant<br><br>4 MIP Sites | Maintain exploration licenses<br><br>4 MIP sites      | 1 mining new lease issued<br><br>Maintain exploration licenses<br><br>1 new mineral bottling plant<br><br>4 MIP sites | Inventory of the mineral and ground water resources for the Nation<br><br>Updated geological maps of Fiji |                                      |
| Manpower and training                      | Explore training opportunities, formalise and seek financial assistance<br><br>JER to ensure staff retention             | 2 staff for formal training or industrial attachments                                                  | 2 staff for formal training or industrial attachments                                                           | 2 staff for formal training or industrial attachments | 2 staff for formal training or industrial attachments                                                                 | 2 technical officials trained per year                                                                    | MRD, MoE                             |
| Environment control and Safety regulations | Formalise roles and responsibilities under MoA with MoEn                                                                 | Effective management of environment safeguards                                                         |                                                                                                                 |                                                       |                                                                                                                       | 100% compliance of all tenements to environment and safety regulations                                    | MRD, MoE, MOA                        |
| Equipment Upgrade                          | Ongoing upgrade of technical equipment                                                                                   |                                                                                                        |                                                                                                                 |                                                       |                                                                                                                       | 100% replacement of obsolete and defective equipment                                                      | MRD                                  |
| Advisory Services <sup>37</sup>            | Empowerment of villagers                                                                                                 |                                                                                                        |                                                                                                                 |                                                       |                                                                                                                       | At least 50 community meetings per year                                                                   | MTA, MRD, TLTB                       |

MoEn: Ministry of Environment; FRCS: Fiji Revenue & Customs Services; JER: Job Evaluation Review; MA: Mining Act; MIP: Mineral Investigation Programme; MOA: Ministry of Agriculture; MoE: Ministry of Economy; MP: Mining Prospectus; MRD: Mineral Resource Department; MTA: Ministry of iTaukei Affairs; SG: Solicitor General; TAB: iTaukei Affairs Board; TLTB: iTaukei Affairs Board.

37. This involves advisory services provided by government to land owners regarding share of royalties, environmental issues and utilisation of royalties for development purposes.

## Key Performance Indicators

| INDICATOR                            | 2015 | 2021 |
|--------------------------------------|------|------|
| Private Sector Investment (% of GDP) | 20.9 | >15  |

### 3.2.16 TOURISM

#### ***“A world-class tourism destination that increasingly adds value to the local economy”***

Tourism is one of the leading sectors of the Fijian economy. It makes a major contribution to foreign exchange earnings and employment and has large beneficial multiplier effects in the economy. Visitor arrivals increased to an all-time high of 792,320 in 2016, with total tourism earnings of over \$1.6 billion. While Australia, New Zealand and the USA remain Fiji's key source markets, visitor arrivals from emerging markets like China and India are growing at significant rates.

Over the last few years, our accommodation services have been continually improving, with the number of rooms and beds increasing. Airline services have improved with increased fleet and capacity for Fiji Airways, new direct flights and increased frequency. With our pristine natural environment, top-class hospitality services, improved air connectivity, competitive Fijian dollar, effective marketing and cultural diversity and heritage, there is more potential to be realised. By 2021, tourism earnings are expected to increase to around \$2.2 billion.

The Fijian Tourism 2021 (Fijian Tourism Development Plan 2017-2021) sets out the following priority areas to achieve the goal of total earnings of \$2.2 billion:

- Driving demand for Fiji's tourism brand;
- Increasing the value of Fiji's tourism products;
- Facilitating and promoting domestic and foreign investment;
- Investing in tourism-related infrastructure;
- Strengthening linkages to the tourism industry;
- Ensuring continued sustainable development of the tourism industry;
- Building a conducive and updated legal framework;
- Enhancing Risk Management; and
- Measuring the performance of Fiji's tourism industry.

In the next 5 years, Fiji will expand its tourism industry to niche segments, such as sports tourism, cruise tourism, wedding and honeymoon tourism, hosting of conferences and entertainment events, wellness tourism, and adventure tourism. The Fijian Government will continue to bring international events such as rugby competitions, golf tournaments, sailing regattas and formal conferences and meetings to Fiji. This will not only attract visitors during off-peak seasons, but also promote Fiji in foreign markets that would otherwise require large marketing outlays.

The Fijian Government, in partnership with the private sector, is also exploring the possibility of developing large production studios, securing specialised equipment for hire by foreign crews, nurturing local acting and production talent and continuing to offer attractive tax rebates for production of films and television shows in Fiji. This will also promote Fiji as a tourism destination.

Apart from supporting large-scale hotel development and related facilities, micro, small and medium enterprises (MSMEs) in the tourism sector will continue to be supported. Other niche activities, such as dolphin and whale watching, village tours, river rafting and zip lining, snorkelling and boating, eco-tourism and promoting Fiji's cultural and heritage sites will support MSMEs and local communities. MSMEs will also be provided training, mentoring, incubation and other business development support services through the MSME Central Coordinating Agency.

Market linkages that enable the supply of local agricultural and fisheries produce to the tourism industry will be facilitated and developed. Manufacturing of high-end niche products such as natural body products, exotic herbs and spices, local confectionaries, local fruit juices, handicrafts and packed organic goods will be promoted. Retail-sector development that provides unique shopping experiences and promotes the Fijian Made-Buy Fijian Campaign will also continue to be supported.

Urban centres will be developed with urban gardens, parks, seaside walkways, cultural and heritage sculptures, art installations and museums to entice visitors to explore urban and suburban areas. This will particularly benefit cruise tourism, which has been flourishing in recent years. To further support this form of tourism, our wharves and jetties will be modernised and upgraded.

Government will continue to provide a marketing grant to Tourism Fiji. In order to capitalise on its position as the transportation hub, Fiji will participate in initiatives to market the Pacific as a tourism destination that would benefit Fiji and the region.

In addition, the Tourism Satellite Accounts (TSA) will be prepared by the Fijian Bureau of Statistics on a two-year interval to accurately measure the economic contribution of the tourism industry and at the same time identify areas of strategic intervention where the industry can expand further.



## Goal, Policies and Strategies

| Goal: A World-class tourism destination that increasingly adds value to the local economy.                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                  | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Raise quality of services by developing modern infrastructure and utilities for tourism while protecting the environment. | <ul style="list-style-type: none"> <li>• Upgrade and extend road networks with particular focus on upgrading linking and feeder roads. This is covered in Chapter 3.2.1 (Modernising Land Transport)</li> <li>• Revisit plans to build more dams to improve water supply in tourism hotspots. This is covered in Chapter 3.1.1 (Water and Sanitation)</li> <li>• Develop electrical grids on outer islands with active tourism facilities. This is covered in Chapter 3.1.2 (Energy)</li> <li>• Upgrade sewerage treatment systems in tourism hotspots. This is covered in Chapter 3.1.1 (Water and Sanitation)</li> <li>• Modernise and expand points of entry into Fiji – airports and seaports.</li> <li>• Modernise urban centres and promote innovative town and country planning.</li> <li>• Improve communication, mobile and internet coverage to all parts of Fiji.</li> <li>• Develop unique methods of land transport for tourism – i.e. existing railway lines, river cruises, caravans, quad biking.</li> </ul> |
| Improve human resources capacity and quality of hospitality services.                                                     | <ul style="list-style-type: none"> <li>• Establish industry quality and accreditation standards.</li> <li>• Support micro, small and medium scale tourism businesses through finance and capacity building initiatives.</li> <li>• Align training programmes with industry needs and focus on developing soft skills in tandem with management skills.</li> <li>• Promote and support Mandarin and other Asian language proficiency in the tourism sector to support growth in the Asian markets.</li> <li>• Set up hospitality training centres on outer islands experiencing consistent tourism activity.</li> <li>• Provide international scholarships to develop world-class culinary and management skills amongst locals.</li> </ul>                                                                                                                                                                                                                                                                                   |
| Increase visitor mobility and maintain consistency in visitor arrivals.                                                   | <ul style="list-style-type: none"> <li>• Increase international flight capacity to and from all major tourism source and emerging markets.</li> <li>• Initiate medium-term code sharing with prominent foreign airlines, particularly the northern hemisphere countries.</li> <li>• Initiate viability studies of untapped international destinations.</li> <li>• Upgrade domestic air and sea travel services to increase intra-country connectivity at affordable prices.</li> <li>• Develop seaports and ports of call in Vanua Levu and outer islands to stimulate nautical tourism.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Expand international marketing programmes and continue to build the image of Fiji tourism.                                | <ul style="list-style-type: none"> <li>• Aggressive promotion of destination Fiji in emerging tourist markets.</li> <li>• Incorporate traditional culture and art into developing “Brand Fiji”.</li> <li>• Promote high growth niche markets for specialised tourism to address market seasonality.</li> <li>• Incorporate and market sustainable tourism packages with luxury tourism.</li> <li>• Develop multiplatform visitor guides that are demarcated by region and province.</li> <li>• Develop the Audio-Visual industry to attract foreign productions and unique marketing opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               |
| Develop public private partnerships.                                                                                      | <ul style="list-style-type: none"> <li>• Foster partnerships with tourism stakeholders to develop and maintain tourism infrastructure while taking into account environmental, social and cultural concerns.</li> <li>• Incentivise PPP with innovative marketing and tax incentive packages for product diversification.</li> <li>• Provide targeted incentives to potential, new and upcoming tourism operators.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Formulate accommodative policies and regulations to stimulate tourism growth.                                             | <ul style="list-style-type: none"> <li>• Increase institutional capacity and resources of tourism facilitating agencies, including a sustainable funding formula for Tourism Fiji.</li> <li>• Increase crackdown on illegal activities that can be associated with tourism (i.e. drugs, prostitution and human trafficking).</li> <li>• Review immigration laws and procedures to accommodate extended stays by visitors.</li> <li>• Prepare Tourism Satellite Accounts every two years.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Identify tourism products for further development and foster sector innovation for increased value addition.              | <ul style="list-style-type: none"> <li>• Aggressively promote value addition in all tourism services and market segments.</li> <li>• Mainstream culture and environment into existing and new tourism packages.</li> <li>• Sector analysis of potential areas for tourism development.</li> <li>• Educate communities about tourism and ways to make sustainable use of natural resources for tourism purposes.</li> <li>• Assist villages and rural communities to develop tourism products and services unique to their culture and surroundings.</li> <li>• Stimulate fashion industry development to complement Fiji’s unique retail industry for visitors.</li> <li>• Support MSMEs via establishment of online booking systems and focused assistance for upgrading and retrofitting.</li> <li>• Develop quality locally made products that can be marketed to international visitors through the Fijian Made – Buy Fijian Campaign.</li> </ul>                                                                        |
| Increase value addition by developing market linkages between tourism and other local sectors.                            | <ul style="list-style-type: none"> <li>• Develop agricultural capacity to meet tourism demands.</li> <li>• Develop the manufacturing sector to supply high quality locally made products to tourism markets.</li> <li>• Improve public transportation services in and around tourism hotspots.</li> <li>• Promote substitution of imported products in favour of local products in the tourism market.</li> <li>• Increase business hours in tourism hotspots and develop high-end retail outlets.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



| Goal: A World-class tourism destination that increasingly adds value to the local economy. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                   | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Mainstream sustainable tourism operations.                                                 | <ul style="list-style-type: none"> <li>• Mandate sustainable use of water and energy throughout the tourism sector.</li> <li>• Strengthen enforcement of the Environment Management Act (EMA) and Environment Impact Assessments (EIA).</li> <li>• Enforce building codes that promote climate resilient infrastructure and energy efficiency.</li> <li>• Strengthen conservation of biodiversity for sustainable tourism.</li> <li>• Enhance waste management in tourism and promote innovative recycling.</li> <li>• Work with the insurance industry to develop insurance packages for climate related adversities.</li> </ul> |





## Programmes and Projects

| PROGRAMME                                                     | ANNUAL TARGET                          |           |           |           |           | TOTAL OUTPUT EXPECTED                          | LEAD AGENCIES |
|---------------------------------------------------------------|----------------------------------------|-----------|-----------|-----------|-----------|------------------------------------------------|---------------|
|                                                               | 2017-2018                              | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |                                                |               |
| Transportation Link Development                               |                                        |           |           |           |           |                                                |               |
| Grow Fiji Airways' Passenger Capacity (000s)                  | 2,157                                  | 2,337     | 2,578     | 2,843     | 3,105     | 3,105,000 passenger capacity by 2021           | Fiji Airways  |
| Establishment of New Flight Routes                            | 3 new routes (China, Japan and Brazil) |           |           |           |           | 3 new Air Service Agreements.                  | Fiji Airways  |
| Monitoring and Evaluation                                     |                                        |           |           |           |           |                                                |               |
| International Visitors Survey                                 | 1                                      | 1         | 1         | 1         | 1         | 5 Annual IVS Reports                           | MITT          |
| Hotel Data Collection System)                                 |                                        | 10%       | 30%       | 50%       | 100%      | Implementation in all accommodation properties | MITT          |
| Tourism Satellite Account (TSA)                               |                                        | 1         |           | 1         |           | 2 biennial TSA Reports                         | FBoS          |
| Sustainable Development Programmes                            |                                        |           |           |           |           |                                                |               |
| Industry Sustainability Audit                                 |                                        |           | 1         |           |           | Sustainability report on Tourism Sector        | MoEn          |
| Market Linkage Developments                                   |                                        |           |           |           |           |                                                |               |
| MSME Development Assistance                                   | 6                                      | 8         | 10        | 14        |           | 38 MSMEs assisted                              | MITT          |
| MSME Online Capacity Development Assistance                   |                                        | 10        | 30        | 40        |           | 80 MSMEs Assisted                              | MITT          |
| Tourism Marketing Strategy                                    |                                        |           |           |           |           |                                                |               |
| Government Marketing Expenditure (Total Countries Advertised) | 9                                      | 12        | 16        | 18        | 22        | Increase marketing reach to 22 markets by 2021 | Tourism Fiji  |
| New International Sporting Event Sponsorships                 | 1                                      |           | 1         | 1         | 1         | 4 new international sports events              | MYS, MITT     |
| Fijian Tourism Expo                                           | 1                                      | 1         | 1         | 1         | 1         | 5 Annual Tourism Expos                         | Tourism Fiji  |

MoEn: Ministry of Environment; FBoS: Fiji Bureau of Statistics; MITT: Ministry of Industry, Trade & Tourism; MYS: Ministry of Youth & Sports; MSME: Micro Small and Medium Enterprises.

## Key Performance Indicators

| INDICATOR                                                                         | 2016                  | 2017  | 2018  | 2019  | 2020  | 2021    |
|-----------------------------------------------------------------------------------|-----------------------|-------|-------|-------|-------|---------|
| Tourism earnings as % of Nominal GDP (SDG 8.9)                                    | 16.3                  |       |       |       |       | 20      |
| Tourism foreign earnings (\$)                                                     | \$1.6b                |       |       |       |       | \$2.2b  |
| Fiji Airways passenger capacity (000s)                                            | 1,972                 | 2,157 | 2,337 | 2,578 | 2,843 | 3,105   |
| Number of hotel rooms available                                                   | 10,894                |       |       |       |       | 13,576  |
| Hotel receipts                                                                    | \$893m                |       |       |       |       | \$1.2b  |
| Room occupancy rate (%)                                                           | 51.9                  |       |       |       |       | 70      |
| Average length of stay per year (Days)                                            | 9.5                   |       |       |       |       | 10      |
| Direct tourism employment (SDG 8.9)                                               | 12,538                |       |       |       |       | 16,882  |
| Total tourism employment (SDG 8.9)                                                | 108,000 <sup>38</sup> |       |       |       |       | 127,479 |
| Number of outlets providing tourism management and hospitality training           | 7 <sup>39</sup>       |       |       |       |       | 15      |
| Number of international cruise ships to Fiji (No. of port calls made around Fiji) | 115 <sup>40</sup>     |       |       |       |       | 150     |
| Number of Tourism Expos held                                                      | 1                     | 1     | 1     | 1     | 1     | 1       |

38. World Travel and Tourism Council, 2016, Travel and Tourism Economic Impact Analysis - Fiji, London, United Kingdom.

39. Fiji Higher Education Commission

40. South Pacific Tourism Organisation, Pacific Cruise Market Research and Intelligence Project

### 3.2.17 ENHANCING INTERNATIONAL TRADE AND FOREIGN RELATIONS

#### *“Expanding trade base and economic engagement in the global community”*

##### INTERNATIONAL TRADE

Fiji is an open economy, where international trade plays an important role. In this regard, Fiji is a member of the World Trade Organisation (WTO) and party to a number of trade agreements such as Pacific Islands Countries Trade Agreement (PICTA), Melanesian Spearhead Group (MSG) Trade Agreement, South Pacific Regional Trade and Economic Cooperation Agreement (SPARTECA) and Interim Economic Partnership Agreement (IEPA). Upon the expiration of the South Pacific Regional Trade and Economic Cooperation Agreement-Textiles, Clothing and Footwear Scheme (SPARTECA-TCF) in 2014, Fiji qualified for trade benefits under Australia’s Developing Country (DC) Preferences Scheme.

Under the WTO, Fiji has recently ratified the WTO Trade Facilitation Agreement, which is expected to increase efficiency and effectiveness of trade facilitation agencies in Fiji.

Fiji will continue to engage with Pacific Agreement

on Closer Economic Relations (PACER) Plus parties and push for commencement of negotiation on the Comprehensive Economic Partnership Agreement (CEPA) with the European Union, which has been suspended for 3 years. Fiji continues its policy to seek beneficial trade and political relationships with new and non-traditional partners and is engaged in discussions with China on a bilateral trade arrangement.

The Interim Economic Partnership Agreement between Fiji/Papua New Guinea and the European Union (EU) will be mirrored with the United Kingdom, in light of Britain’s exit from the EU. Furthermore, discussions will commence on improving the provisions of IEPA for better market access and conditions.

The Fijian Trade Policy Framework guides Fiji’s engagement in future trade agreements to capitalise on Fiji’s position as the hub of the Pacific. The Trade Policy Framework determines how to connect all the dots and addresses our production capacity, and supply-side constraints. It is about all stakeholders working together towards the ultimate goal of increasing exports for Fijian made products and services.

Export development will be supported through raising competitiveness, diversification and value addition under the National Export Strategy (NES) in priority sectors. With the increase in flight connectivity and cargo traffic,

new opportunities for trade between Fiji and Europe, the USA, Singapore, and other Asian countries will be developed.

Trade promotion and facilitation will be pursued through our trade commissions based in key markets, in collaboration with relevant domestic stakeholders. Customs procedures, biosecurity inspections and port services will be further streamlined and improved to reduce red tape.

Tariff policy reviews will be consistent with our economic development aspirations and priorities, taking into account the potential risks to revenue, industrial growth, employment and social conditions and the facilitation of private sector adjustment.

Government will seek to improve Fiji's trading position and competitiveness through training, research and institution-building and continue to seek access to Aid for Trade from development partners to assist in building trade capacity and infrastructure.

#### INTERNATIONAL RELATIONS

Fiji's foreign policy is guided by our Constitution to best serve the interests of the people of Fiji, recognising universally accepted principles and rules of international law and treaties to which Fiji is a party.

Pacific regionalism will be promoted and strengthened based on equality and genuine partnership. A level

platform for dialogue and consensus building will be promoted on critical development issues for all Pacific Island countries.

Fiji acknowledges and aims to strengthen regional dialogue and consensus-building through the Pacific Island Development Forum (PIDF). The Forum promotes regional cooperation in pursuit of home-grown solutions to address sustainable development challenges faced by Pacific Small Island States, including the adoption and mainstreaming of the Green Growth Framework for Fiji. Similarly, this commitment will also be pursued through the MSG.

Within the global community, Fiji is a member of the United Nations and its specialised agencies, the International Monetary Fund, World Bank group, the Asian Development Bank, the European Investment Bank and the World Trade Organization. Fiji supports an inclusive and participatory approach to sustainable development and recognises that development partnership and cooperation should be guided by the United Nations 2030 Agenda for Sustainable Development.

Fiji will strengthen its regional standing through South-South Cooperation, as a development partner in the region promoting cooperation to enhance regional integration and active cooperation in addressing common regional issues at both regional and international fora.

## Goal, Policies and Strategies

| Goal: Expanding trade base and economic engagement in the global community                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POLICIES                                                                                                                                      | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Improve Fiji's overall trade performance through a more competitive economy and thereby help establish Fiji as the modern hub of the Pacific. | <ul style="list-style-type: none"> <li>• Facilitate the engagement of Fiji in multilateral, regional and bilateral trade agreements/arrangements.</li> <li>• Secure and maintain improved market access into the regional and international markets.</li> <li>• Promote and enhance the competitiveness of Fijian products and services in the international market.</li> <li>• Facilitate the efficient flow of trade through compliance with the WTO Trade Facilitation Agreement and successful implementation of single window clearance.</li> <li>• Support the improvement of trade related infrastructure.</li> <li>• Provide trade or market information to traders and the business community.</li> <li>• Create conditions for sustained increase in investment and the increase in total factor productivity.</li> <li>• Assist domestic firms to increase their levels of efficiency and competitiveness.</li> <li>• Stimulate and encourage value-addition activities through research and development.</li> <li>• Strengthen capacities of trade support institutions particularly those directly engaged with trade policy, customs, standards, trade facilitation, competition, consumer protection and provisions of trade –related information.</li> </ul> |

## Programmes and Projects

| PROGRAMME                                                                                                                                                                                                                              | ANNUAL TARGET                                         |                                      |           |                                                                   |           | TOTAL OUTPUT EXPECTED                                                                                                       | LEAD AGENCIES   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------|-----------|-------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------|-----------------|
|                                                                                                                                                                                                                                        | 2017-2018                                             | 2018-2019                            | 2019-2020 | 2020-2021                                                         | 2021-2022 |                                                                                                                             |                 |
| <b>Market Access:</b><br>Alternative markets for sugar                                                                                                                                                                                 | At least 1 new or alternative market for sugar        |                                      |           |                                                                   |           | 1 new market for sugar                                                                                                      | MoS, MITT       |
| Trade negotiations:<br><br>Comprehensive EPA, PACER Plus, Melanesian Free Trade Agreement, revision of PICTA trade in goods rules of origin, enhancement of the United States GSP scheme and preferential trade arrangement with China |                                                       |                                      |           |                                                                   |           | Finalisation of IEPA with the UK <sup>41</sup>                                                                              | MITT            |
| <b>Trade Facilitation</b>                                                                                                                                                                                                              | Compliance with the WTO Trade Facilitation Agreement. | Coordinated Border Management        |           | Successful implementation of the “single window” clearance system |           | Successful implementation of the “single window” clearance system and Compliance with the WTO Trade Facilitation Agreement. | MITT, FRCS, BAF |
| Trade Promotion<br><br>(trade and investment mission to potential markets each year)                                                                                                                                                   | 1                                                     | 1                                    | 1         | 1                                                                 | 1         | 5                                                                                                                           | MITT            |
| Establishment of trade commissions                                                                                                                                                                                                     | 3 (PNG, Australia and New Zealand)                    |                                      |           |                                                                   |           | 3                                                                                                                           | MITT            |
| <b>Export Promotion</b>                                                                                                                                                                                                                |                                                       |                                      |           |                                                                   |           |                                                                                                                             |                 |
| National Export Strategy (NES)                                                                                                                                                                                                         | 10 new companies assisted                             | 10                                   | 10        | 10                                                                | 10        | 50 new companies assisted                                                                                                   | MITT            |
| <b>Trade Information Portal</b>                                                                                                                                                                                                        |                                                       | Creation of Trade Information Portal |           |                                                                   |           | Trade Information Portal by 2019                                                                                            | MITT and FRCS   |

EPA: Economic Partnership Agreement; MoS: Ministry of Sugar; FRCS: Fiji Revenue & Customs Services; GSP: Generalized System of Preferences; MITT: Ministry of Industry, Trade & Tourism; PACER: Pacific Agreement on Closer Economic Relations; PICTA: Pacific Islands Countries Trade Agreement; WTO: World Trade Organisation; BAF: Biosecurity Authority of Fiji.

## Key Performance Indicators

| INDICATOR                                 | 2015          | 2021             |
|-------------------------------------------|---------------|------------------|
| Reduce cargo and container clearance time | 3-5 days      | 2-3 days         |
| Increase container clearance per hour     | 10 containers | 15-18 containers |

41. Negotiations have been suspended by the EU for 3 years.



### 3.2.18 INFORMATION AND COMMUNICATION TECHNOLOGY

***“Universal access to information and competitive telecommunication services delivered on a secure platform”***

Information and communication technology (ICT) has transformed the lives of people by raising productivity and growth, creating more employment, improving connectivity between urban and rural areas, enhancing service delivery and promoting innovation.

Fiji has a competitive edge in the region because of our access to the Southern Cross Cable fibre optic network (SCCN), which provides fast (240Gbps), direct and secure connectivity with Australia, New Zealand, and the USA and reduces reliance on satellite capacity, which can be congested and costly. Our telecommunications and internet capabilities have seen marked improvements, with 95 percent of the country connected through wire and wireless network.

Fiji has also developed the region's first national broadband policy. Mobile phone penetration and mobile broadband access have increased with the extension of 3G and 4G network coverage. Government services are



being provided on the digital platform, and Community Telecentres have been developed.

The fibre optic cable project between Viti Levu and Vanua Levu via the Samoa-Fiji submarine cable is currently underway and will address bandwidth capacity constraints and make internet more accessible to all Fijians. Other planned fibre optic cable projects will be pursued through private sector partnerships.

Competition will be enhanced in broadband internet services by making communication infrastructure available to multiple users under reasonable terms and conditions.

The Telecommunication Authority of Fiji (TAF) will regularly survey areas to be a “Declared Universal Service Area”, which is a prerequisite for telecommunications companies to erect network towers in those areas.

Government will adopt strategies to ensure that ICT infrastructure is climate resilient.

Fiji's strategic location between Asia and the USA provides a time-zone business advantage to access East Asia, the USA, and Europe. With abundant skilled technical labour, a good English-speaking population, low costs of doing business and tax incentives, investment will be attracted for ICT development in back-office operations and call centres.

## Goal, Policies and Strategies

| <b>Goal: Universal access to information and competitive telecommunication services delivered on a secure platform.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>POLICIES</b>                                                                                                         | <b>STRATEGIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Improve the telecommunications infrastructure.                                                                          | <ul style="list-style-type: none"> <li>• Digital Government implementation – make priority government services, particularly Disaster, Recovery and Rehabilitation accessible online by 2020.</li> <li>• Enhance competition in broadband internet services, by making the existing fixed line infrastructure available to multiple users under reasonable terms and conditions i.e. local loop unbundling.</li> <li>• Consider Public-Private Partnerships (PPPs) in the construction of communications infrastructure (particularly for towers), and landing station infrastructure for connectivity to the Southern Cross Cable fibre optic network (SCCN). Funds from the universal service obligation fund and the international inbound call levy can be used for this purpose.</li> <li>• Fiji Roads Authority (FRA), the Water Authority of Fiji (WAF), Fiji Electricity Authority (FEA) and Telecom Fiji Limited (TFL) along with other utility providers to lay fibre optic cables, conduits and chambers when conducting trenching works during road construction or maintenance.</li> <li>• Complete the TFL fibre optic cable ring around Viti Levu.</li> <li>• Establish a second redundant link from Viti Levu to Vanua Levu through Lomaiviti, to provide resiliency to Vanua Levu, Taveuni, Levuka, Lakeba and backhaul to other islands.</li> <li>• Establish fibre optic connectivity between Viti Levu and Vanua Levu through the Samoa-Fiji submarine cable.</li> <li>• Fully implement the ICT Development Policy and National Broadband Policy 2011.</li> </ul> |
| Provide equal access to ICT.                                                                                            | <ul style="list-style-type: none"> <li>• Expand the outreach of the government Community Telecentre Project, where feasible.</li> <li>• Improve access to computers and assistive devices for visually impaired and the hearing impaired through targeted tax incentives and subsidies.</li> <li>• TV broadcasters to provide subtitle services for hearing-impaired viewers.</li> <li>• Review the National ICT Policy to incorporate relevant aspects of the National Gender Policy 2014 and the National Disability Policy.</li> <li>• Provide subsidies to improve access for disabled people to school and community telecentres e.g. wheelchair ramps.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Strengthen the regulatory framework.                                                                                    | <ul style="list-style-type: none"> <li>• Consolidate all existing fees for telecommunications operators (e.g. special international call handling levy, ICT levy, licensing fees, universal service obligation fund, etc.) into a single standard fee.</li> <li>• Consider establishment of a new regulatory framework for telecommunications under the multi-sector regulator model.</li> <li>• Develop a cyber-security policy and framework.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Strengthen ICT capabilities in the workforce.                                                                           | <ul style="list-style-type: none"> <li>• Incentivise the retention of skilled IT graduates in the workforce.</li> <li>• Prioritise the use of ICT based planning and monitoring tools in the public sector.</li> <li>• Promote the use of social media to facilitate public consultations during policy formulation.</li> <li>• Encourage widespread use of ICT in the public sector to improve work processes, productivity, and service delivery. For example, paper correspondence will be minimised in favour of more-efficient channels, such as email and teleconferencing.</li> <li>• Increase access to appropriate technologies via technology transfer between bilateral, regional and international partners.</li> <li>• Support the widespread use of ICT to provide localized weather information and forecasts to farmers, which will improve efficiency and productivity at the farm level.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Promote the use of “Green” technology.                                                                                  | <ul style="list-style-type: none"> <li>• Incentivise large-scale FDI in industries that develop environmentally sustainable technology (particularly in areas such as transportation, renewable energy, manufacturing, and agriculture).</li> <li>• Incentivise FDI in business process outsourcing.</li> <li>• Develop a national framework to promote innovation, research and development (R&amp;D) towards environmentally sustainable technology.</li> <li>• Further examine the possibility of adopting a national identity card.</li> <li>• Ensure that all imported technologies are consistent with “Green” technology specifications i.e. energy efficient, low carbon emissions, meet minimum quality standards and safety considerations, discourage parallel imports, etc.</li> <li>• Support the installation, operation and maintenance of adequate national/regional Early Warning Systems (EWSs) and forecasting infrastructure for hydro meteorological events (such as tropical cyclones, floods, etc.) and programmes for both monitoring on-going hazards and building resilience for the future.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## Programmes and Projects

| PROGRAMME                                                                                 | ANNUAL TARGET                                                                                                                                         |                                                                                  |                                                      |                              |           | TOTAL OUTPUT EXPECTED                                                   | LEAD AGENCIES                                                                                                      |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------|------------------------------|-----------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                                                           | 2017-2018                                                                                                                                             | 2018-2019                                                                        | 2019-2020                                            | 2020-2021                    | 2021-2022 |                                                                         |                                                                                                                    |
| Develop the ICT Infrastructure                                                            |                                                                                                                                                       |                                                                                  |                                                      |                              |           |                                                                         |                                                                                                                    |
| Make priority Government services available online                                        | Implement Digital Government<br><br>Registrar of Titles;<br><br>Registrar of Companies; BDM registry; and Integrated Labour Market Information System | Implement Digital Government<br><br>Department of Immigration; LTA; and MLMR-GIS | Implement Digital Government<br><br>NEC registration | Implement Digital Government |           | All Government services available online                                | ITC; Ministry of Justice; Department of Immigration; LTA                                                           |
| Cable connection to Vanua Levu                                                            | Begin installation of unrepeaters fibre pair and full fibre branching unit between Viti Levu and Vanua Levu                                           | Complete installation                                                            |                                                      |                              |           | Fibre optic cable connected between Viti Levu and Vanua Levu            | ITC, Department of Communication                                                                                   |
| Complete the TFL fibre optic cable ring around Viti Levu                                  |                                                                                                                                                       | Commence in 2017 and complete in 2018.                                           |                                                      |                              |           | Fibre optic cable covering Viti Levu.                                   | TFL                                                                                                                |
| Develop a cyber-security policy and framework                                             | Complete cyber-security policy and framework                                                                                                          |                                                                                  |                                                      |                              |           | Improved data security and reduced vulnerability to cyber threats       | ITC, RBF – Financial Intelligence Unit, Ministry of Defence                                                        |
| Provide equal access to ICT                                                               |                                                                                                                                                       |                                                                                  |                                                      |                              |           |                                                                         |                                                                                                                    |
| Review the National ICT Policy                                                            |                                                                                                                                                       | 1                                                                                |                                                      |                              |           | Updated ICT policy                                                      | ITC, Department of Communication                                                                                   |
| Strengthen the regulatory framework                                                       |                                                                                                                                                       |                                                                                  |                                                      |                              |           |                                                                         |                                                                                                                    |
| Consolidate all existing fees for telecommunications operators into a single standard fee |                                                                                                                                                       | 1                                                                                |                                                      |                              |           | A single, simplified, standardized fee for telecommunications operators | Department of Communication, TAF, Fiji Commerce Commission, ITC                                                    |
| Promote the use of “Green” technology                                                     |                                                                                                                                                       |                                                                                  |                                                      |                              |           |                                                                         |                                                                                                                    |
| Develop a national framework for innovation and R&D                                       | Develop Innovation and R&D Framework                                                                                                                  |                                                                                  |                                                      |                              |           | Consolidated innovation and R&D framework                               | MoEHA; MoE; MITT; Office of the Solicitor General; ITC                                                             |
| Create a national identity card                                                           |                                                                                                                                                       |                                                                                  |                                                      | 1                            |           | A single, nationally recognized citizen identification card.            | FRCS; FNPF; Office of the Registrar General; Fijian Elections Office; ITC; LTA; MoHMS; MWCPA; Dept. of Immigration |

BDM: Births, Deaths and Marriages; FNPF: Fiji National Provident Fund;  
FRCS: Fiji Revenue & Customs Services; ITC: Information Technology Centre;  
LTA: Land Transport Authority; MITT: Ministry of Industry, Trade & Tourism;

MLMR: Ministry of Lands & Mineral Resources; MoE: Ministry of Economy; MoEHA: Ministry of Education, Heritage & Arts; MoHMS: Ministry of Health and Medical Services; MWCPA: Ministry of Women & Children and Poverty Alleviation; RBF: Reserve Bank of Fiji; TAF: Telecommunications Authority of Fiji.

## Key Performance Indicators

| INDICATOR                                                                | 2015 | 2021 |
|--------------------------------------------------------------------------|------|------|
| Increase wired and wireless network coverage in Fiji (%) (SDG9.c).       | 95   | 100  |
| Increase household penetration of broadband in Fiji (%) (SDG17.6).       | 30.7 | 70   |
| Increase the percentage of individuals using the internet (%) (SDG17.8). | 41.8 | 60   |
| Percentage of population with access to digital television (SDG 9.c).    | 0    | 100  |





# Monitoring & Evaluation Systems

## 4.0 MONITORING AND EVALUATION SYSTEMS

To realise the national vision of “Transforming Fiji” in the next 20 years, effective monitoring and evaluation of the Plan is needed to ensure delivery of planned results. Timely assessments of public programmes and services will allow government to identify any constraints and address them.

The immediate priority is to ensure effective, efficient and accountable delivery of Ministry and Department outputs, i.e. the delivery of public services and implementation of public programmes and projects under the 5-year Development Plan and measuring national development targets, which are aligned to regional and international indicators like the SDGs.

### 4.1 NATIONAL OUTCOMES AND MINISTRY OUTPUTS

Monitoring and evaluation of the Plan and the 5-year DP will rely on the standard performance-based monitoring and evaluation framework focusing on outcomes and outputs.

National outcomes are the:

- National Development Targets under the 20-Year Development Plan; and
- Sector goals, policy objectives and key performance indicators under the 5-year DP.

Outputs are the strategies, programmes and projects for implementation by line ministries and other implementing agencies.

Major national development challenges and issues that are cross-cutting in nature, such as human rights, green growth, climate change adaptation and disaster risk management, human resource development, employment and productivity and poverty alleviation have been mainstreamed into the various sector goals, policy objectives, strategies and programmes of the 5-year DP. The outputs for each Ministry and Department for monitoring and evaluation are aligned to relevant sector goals and national outcomes under the 5-year DP.

### 4.2 ROLES AND RESPONSIBILITIES

The institutional framework for monitoring and evaluation is described in Table 2.

**Table 2: Institutional Framework for Monitoring and Evaluation**

| COMPONENT                            | ACTIVITY FOR M&E                      | M&E INSTITUTIONS AND LEAD AGENCIES                                                                  | ROLES AND RESPONSIBILITIES                                                                                          |
|--------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Accountability Framework             | Compliance with Systems and Processes | Parliament of Fiji - Public Accounts Committee                                                      | Performance monitoring including compliance with systems and processes for effective management of public resources |
|                                      |                                       | Office of the Auditor-General                                                                       |                                                                                                                     |
|                                      |                                       | Ministry of Civil Service                                                                           |                                                                                                                     |
| Civil Service Performance Management |                                       | Ministry of Economy;<br>Fiji Procurement Office;<br>Internal Audit and budget and Planning Division |                                                                                                                     |
| National Budget Implementation       | Resource Requirements                 | Ministry of Economy;<br>Line Ministries                                                             | Incorporate M&E assessments by institutions and lead agencies into planning and decision-making processes           |
|                                      | Programme Performance                 |                                                                                                     | Assess contribution of programmes and projects to Sectoral Goals and National Development Targets                   |
|                                      |                                       | Macroeconomic Policy and Technical Committees                                                       | Assess macroeconomic performance                                                                                    |
|                                      |                                       | National Environment Council <sup>42</sup>                                                          | Assess the State of the Environment and National Resource Inventory                                                 |
| Official Statistics                  |                                       | Fiji Bureau of Statistics<br>Line Ministries and Other Data Sources                                 | Coordinate compilation, collation and release of official statistics                                                |

42. Established under the EMA 2005 and responsible for the formulation of the National Environment Strategy including production of periodic State of the Environment Reports and Natural Resource Inventories.

## ***Guiding Principles for Monitoring and Evaluation***

The monitoring and evaluation systems will operate under two main principles:

i. Being strategic about how and what to monitor and evaluate to ensure efficient, effective and accountable delivery of agency outputs, i.e. programmes and projects for provision of public services.

a. There will be ongoing periodic monitoring and evaluation of implementation progress and performance results for all programmes and projects under the 5-year DP identified for implementation under the National Budget or through other sources of funding. There will also be regular review of priority areas for monitoring and evaluation to support achievement of the 20-year Development Plan.

b. Annual reviews by accountability institutions like the OAG and PAC will be used for monitoring and evaluation, with continued focus on implementing findings of annual audit reports.

c. Efforts will be made by all government monitoring and evaluation agencies to streamline reporting processes for implementing agencies. This will be pursued by sharing information, relying on internal reports by implementing agencies whenever possible, and any other appropriate measures to reduce reporting requirements.

ii. Monitoring and evaluation of national performance and outcomes are an integral part of the National Budget process. This involves the collection of official statistics and public sector performance management. Monitoring and evaluation of National Development Targets will:

a. Commence with existing baseline data for national outcomes and where necessary baseline data will be compiled (e.g. national baseline data for the state of Fiji's environment needs to be collated);

b. Carry out assessments according to existing methodology (e.g. Public Sector Investment Programme - PSIP and Capital Budget Appraisals) for the provision of a service, adoption of a programme and allocation of resources. The evaluation will:

i. Determine viability through assessments of the effectiveness and impact of public services, policy objectives, strategies, programmes and projects; and

ii. Identify critical factors that have resulted in success or failure and possible areas for improvement.

c. Be incorporated into government's decision-making machinery, particularly the National Budget;

d. Involve all programme stakeholders, particularly the general public (increase use of official statistics to not only report performance but to support decision making); and

e. Be regularly reviewed as and when appropriate. Consideration will be given to monitoring and evaluation processes, such as consultations with the public and other national stakeholders and a Mid-Term Review.

## **4.3 MONITORING AND EVALUATION TEMPLATE**

A Monitoring and Evaluation template for monitoring of outputs by Ministries and Departments under the 5-year DP and the national budget is reflected in Table 3. The template is based on the logical framework and captures sector outputs and planned activities for periodic monitoring and evaluation.



Table 3: Annual Work Programme and Reporting Template

| ANNUAL WORK PROGRAMME AND REPORTING TEMPLATE    |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|-------------------------------------------------|--------------------|-----------|--------|-----------------|-------------------|---------------------|-----|-----|-----|--------------------|-----|-----|-----|-----|-----|-------------|-----------------------------------------------|----------------------------------------|-----|-----|---------------------------------------------------------------|
| Project Title:                                  |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Implementing Agency:                            |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Head/Programme/Activity/SEG:                    |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Budget:                                         |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Annual Work Programme                           |                    |           |        |                 |                   |                     |     |     |     | Reporting Template |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Expected Output                                 | Planned Activities | Timeframe |        | Potential Risks | Responsible Party | Planned Expenditure |     |     |     |                    |     |     |     |     |     |             |                                               | Progress Report by Implementing Agency |     |     | General remarks on activities undertaken in achieving outputs |
|                                                 |                    | Start     | Finish |                 |                   | Q1                  | Q2  |     |     | Q3                 |     |     | Q4  |     |     | Expenditure | Is the activity on track? Yes or No. Explain. |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     | Aug | Sep | Oct | Nov                | Dec | Jan | Feb | Mar | Apr |             |                                               | May                                    | Jun | Jul |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Output 1:                                       |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Indicator:<br>Baseline:<br>Target: X            |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Output 2<br><br>Indicator<br>Baseline<br>Target |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
| Output 3<br><br>Indicator<br>Baseline<br>Target |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |
|                                                 |                    |           |        |                 |                   |                     |     |     |     |                    |     |     |     |     |     |             |                                               |                                        |     |     |                                                               |



## GLOSSARY

|                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>National Vision</b>                  | A long-term, widespread improvement in society <i>e.g. more employment opportunities and a significant reduction in the levels of hardship and poverty and reduced inequality.</i>                                                                                                                                                                                                                                                                                                                                                                          |
| <b>National Development Target</b>      | Quantifiable levels of indicators that government wants to achieve at a given point of time at the national level <i>e.g. annual growth in GDP, income per capita, total investment as a percentage of GDP, and the level of unemployment.</i>                                                                                                                                                                                                                                                                                                              |
| <b>Sector</b>                           | An area of critical importance to the national economy and society and one of the areas into which the activity of a country is divided. Key issues are captured with relevant approaches to develop and grow this area to benefit the nation <i>e.g. education, road transport, energy, fisheries, and national security.</i>                                                                                                                                                                                                                              |
| <b>Sector Goal (Outcome)</b>            | The likely, intended or achieved short to medium-term effect of sector interventions or intermediate effects of programme outputs on clients <i>e.g. improved availability or coverage of public infrastructure, utilities and services such as farmers' improved access to markets, more children have increased access to pre-school programs, more people are inoculated and rural populations have better access to potable water.</i>                                                                                                                  |
| <b>Sector Key Performance Indicator</b> | The quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an organisation against the stated outcome. An observable and specific measure that when tracked systematically over time indicates progress towards a specific target <i>e.g. percentage of eligible urban families in informal settlements areas housed to a certifiable level of accommodation, and percentage of anaemia among pregnant women.</i> |
| <b>Sector Target</b>                    | Quantifiable levels of the indicators that government wants to achieve at a given point of time at the sector level <i>e.g. 86% of all children complete secondary school by 2021, all the population has access to electricity by 2021.</i>                                                                                                                                                                                                                                                                                                                |
| <b>Baseline</b>                         | The first measurement of an indicator to find out “where we are today” <i>e.g. national incidence of poverty of 28.4% in 2015 and average life expectancy of females at birth of 73.4 years in 2015.</i>                                                                                                                                                                                                                                                                                                                                                    |
| <b>Policy</b>                           | A course, plan or principle of action adopted or proposed by government to bring about change and development.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Policy Strategy</b>                  | How the policy will be achieved. The method(s) and, or action(s) that will be employed to achieve the policy objective <i>e.g. review and update legislation, develop new individual, organisational and institutional capacity, strengthened dialogue with the private sector, and the introduction of new technology.</i>                                                                                                                                                                                                                                 |
| <b>Programme</b>                        | A planned schedule or portfolio of multiple projects and associated activities that are managed and coordinated as one unit with the objective of achieving an output over a period of time <i>e.g. strengthening of social safety nets including cash transfers, and cultural mapping programme implemented in 14 provinces.</i>                                                                                                                                                                                                                           |
| <b>Programme Output</b>                 | Products and services produced by the programme <i>e.g. kilometres of road constructed, and completed and certified sanitation schemes.</i>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Project</b>                          | A piece of planned work or an activity established to be completed and to deliver specific measureable outputs in line with predefined time, cost and quality constraints <i>e.g. Nadi airport modernisation, construction of sports complex in Vunisea, Kadavu, and enhancement of integrated passport issuance system.</i>                                                                                                                                                                                                                                |
| <b>Project Activities</b>               | Tasks personnel undertake to transform programme and project inputs to outputs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Project Inputs</b>                   | Financial, human, and material resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



