



Ministry of Forestry

STRATEGIC DEVELOPMENT PLAN 2017-2030

Sustainable Forests, Our Future





Comments and enquiries should be directed to:

**Mr Pene Baleinabuli
Permanent Secretary for Forestry
Ministry of Forestry
Level 3 Takayawa Building
Suva, Fiji**

Telephone: (+679) 3301 611
Fascimile: (+679) 3318 692

Website: www.forestry.gov.fj

© Ministry of Forestry, 2019



TABLE OF CONTENTS

GLOSSARY	4
CORPORATE PROFILE	5
MINISTRY OF FORESTS ROLES, RESPONSIBILITIES AND LEGISLATION	5
Roles and Responsibilities	5
Legislation and Policies	5
Current Governing Legislations	5
Historical Background - Forest Legislation in Fiji	7
SUMMARY OF MINISTRY OF FORESTS STRATEGIC GOALS	8
Strategic Goal 1 – Establish sustainable life cycle management of forest resources in Fiji	8
Desired Outcomes for Strategic Goal 1	9
Strategic Goal 2 – Improve the socio-economic impact of Forests	9
Desired Outcomes for Strategic Goal 2	9
Strategic Goal 3 - Contribute positively to the Global Environment	9
Desired Outcomes for Strategic Goal 3	10
Strategic Goal 4 – Substantially improve service delivery	10
Desired Outcomes for Strategic Goal 4	10
FOREWORD FROM THE MINISTER FOR FORESTRY	11
STATEMENT FROM ACTING PERMANENT SECRETARY FOR FORESTRY	12
INTRODUCTION	13
MoF STRATEGIC FOCUS	14
SUMMARY OF STRATEGIC PRIORITIES FOR SP 2017-2030	15
Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	16
Strategic Priority 2: Enhance Sustainable Forests Management Frameworks and Implementation of Sfm	16
Strategic Priority 3: Capacity Building (Ministry And Stakeholders)	16
Strategic Priority 4: Stewardship	16
Strategic Priority 5: Forest Financing	16
Strategic Priority 6: Organisation Effectiveness	16
DEVELOPMENT OF SP 2017-2030	19
The Road So Far	19
Bridging to the Future	24
RISKS AND MITIGATION	25



WORKFORCE DEVELOPMENT	25
APPENDICES	26
Appendix A: MoF Organizational Chart	26
Appendix B: Risk Assessment and Mitigation of Capital Projects	27
Appendix C: SP 2017-2030 Priorities, Outcomes and Strategic Goals	30
Appendix D: Forestry NDP Goal, Policies, Strategies & KPIs	34
Appendix E: MoF Contact Information	35
Figure 1: MoF Organizational Chart	26
Table 1: Forestry Sector Management	6
Table 2: Organizational Management	6
Table 3: Five - Year Budget Forecast	6
Table 4: Relationship between Strategic Priorities, Outcomes and Strategic Goals	17
Table 5: Long-Term Projects	19
Table 6: Capital Projects 2017-2018	24
Table 7: Capital Projects and Risk Assessment	27
Table 8: 2017-2030 Goals, Priorities, Outcomes and KPIs	30
Table 9: Forestry NDP Goal, Policies, Strategies & KPIs	34



GLOSSARY

AAC	Annual Allowable Cut
ACIAR	Australian Centre for International Agricultural Research
APFNET	Asia Pacific Network for Sustainable Forest Management
CBD	Convention on Biological Diversity
CI	Conservation International
DLT	Diameter Limit Table
FFHCOP	Fiji Forest Harvesting Code of Practice
FGRM	Feedback Grievance Redress Mechanism
GGF	Green Growth Framework
HAR	Harvesting Area Report
HR	Human Resource
ITTO	International Tropical Timber Organisation
MoF	Ministry of Forests
MRV	Measuring, Reporting, Verification
MSMEs	Micro Small Medium Enterprises
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NFI	National Forest Inventory
NSFM	National Sustainable Forest Management
OP	Operational Plan
PAC	Protected Area Committee
PSP	Permanent Sample Plots
RDF	Reforestation of Degraded Forests
REDD	Reducing Emissions from Deforestation and Forest Degradation
RL	Right License
PPP	Public Private Partnership
SCARF	Seed Capital Revolving Fund
SDG	Sustainable Development Goals
SDP	Strategic Development Plan
SEG	Standard Expenditure Group
SGO	Solicitor General's Office
SMART	Simple, Measurable, Achievable, Realistic and Timely
SOP	Standard Operating Procedures
SWP	Strategic Workforce Plan
TLTB	iTaukei Lands Trust Board
TMA	Trading and Manufacturing Account
UNFF	United Nations Forum on Forests
UNFCCC	United Nation Framework Convention on Climate Change
WCS	Wildlife Conservation Society



CORPORATE PROFILE

Vision

Sustainable Forests, Our Future

Mission

To be a Leader in Sustainable Forestry

Values

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

MINISTRY OF FORESTRY ROLES, RESPONSIBILITIES AND LEGISLATION

Roles and Responsibilities

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

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

Legislation and Policies

There is a rich history of legislations, regulations and policies that have governed the forestry sector in Fiji. Some of these legacy legislations have continued into the present, and others have morphed into successor documents. A historical perspective is presented below.

Current Governing Legislations

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



Table 1: Forestry Sector Management

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

Table 2: Organizational Management

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

There is a complex legal compliance framework that controls all forest harvesting operations, which are conducted in accordance with the requirements of (or its successor):

1. Forest Act 1992
2. Fiji Pine Decree 1990
3. Fiji Mahogany Industry Development Decree 2010
4. Fiji Mahogany Act 2003
5. Environment Management Act 2005
6. Endangered and Protected Species Act 2002
7. Biosecurity Promulgation 2008
8. Coconut Industry Development Authority Act 1998
9. Fijian Affairs Act Cap 120
10. Land Conservation and Improvement Act Cap 141
11. Native Land Trust Act Cap 134
12. Land Development Act Cap 142
13. Land Sales Act Cap 137
14. State Lands Act Cap 132 and
15. Surveyors Act Cap 260
16. Property Law Act Cap 130
17. Land Transport Authority Act 1998
18. Health and Safety at Work Act 1996
19. Factories Act Cap 99
20. National Fire Service Authority Act 1994

Table 3: Five-Year Budget Forecast

Ministry Budget Categories	2017-2018 (Appropriation) \$000	2018-2019 (Appropriation) \$000	2019-2020 (Projected/ Estimate) \$000	2020-2021 (Projected/ Estimate) \$000	2021-2022 (Projected/ Estimate) \$000	2022-2023 (Projected/ Estimate) \$000
Operational Budget	11,756.9	12,630.8	15,291.3	15,291.3	15,291.3	15,291.3
Capital Budget	3,634.0	3,767.5	4,348.8	4,293.8	4,043.8	4,043.8
TOTAL	15,390.9	16,398.3	19,640.1	19,585.1	19,335.1	19,335.1



Historical Background - Forest Legislation in Fiji

The forest sector has played a crucial role in the economic development of Fiji since the sandalwood trades of the early 19th century. In 1913, the legislation for the protection of forests provided the machinery for the constitution of forest reserves and their protection. The Department of Forests was first established by the Government of Fiji in 1937. The first Forest Policy for Fiji was developed in 1950, while Fiji's forest sector and related industries were first legislated under the Forest Act (Cap.150) of 1953.

Under the Forest Act (Cap. 150) 1953, in which the Minister has powers to make Regulations, the Forest Sawmills Regulation, Forest Guard Regulation, Forest (Fire Prevention) Regulation and the Forest (Timber Marks) Regulation were established in the 1950s through the 1970s to ensure compliance and sustainable use of forest resources. The approval of the forest policy to establish sawmills, establishment of the Colo-i-Suva forest nursery and identification of commercial species first took place in the 1950s. Mahogany and pine plantations were subsequently established in the 1960s and 1970s, providing an opportunity for the establishment of the pine processing facilities in the 1980s. Most of these regulations are currently under review to ensure that standards are on par with international standards and also to meet and reflect current needs. A National Code of Logging Practice was established in 1990, revised in 2013 to ensure the sustainable harvesting of logs, and renamed as the Fiji Forest Harvesting Code of Practice (FFHCOP).

The 1953 Forest Act (Cap. 150) was later repealed by the 1992 Forest Decree, which was a Decree relating to forest and forest produce with emphasis on the utilisation of forest resources. The need for the revision of the 1953 Act was to, amongst other things; strengthen the role of the Ministry in terms of increasing the membership and representation of the Forestry Board and enforcing stringent measures by applying increased fines and penalties to those who break the laws. Since its establishment, the 1992 Forest Act has been a major governing document in the forestry sector. This Act led to the formulation of the Forest Preservative Treatment Regulation of 1992 which is currently under review. The Fiji Forest Act (1992) is the main law regulating forest use in Fiji. In 2007, the Forestry Sector reviewed its National Forest Policy which was approved under Cabinet Decision 415 of 2007. This Cabinet Decision also approved the review of the 1992 Forest Act. Since then, extensive consultations had been carried out with all Stakeholders of the Forest Sector resulting in the draft 2016 Forest Bill.

The draft 2016 Forest Bill was introduced in September 2016; at the same time the Ministry of Forests was created to address forestry issues in the modern era. The draft 2016 Forest Bill provides for protection, management, development and sustainable use of Fiji's Forest resources to provide social, economic and environmental benefits to Fijians for the current and future generations. This Bill also enables the full implementation of the current Fiji Forest Policy of 2007, whilst addressing areas that were not covered in the 1992 Forest Act. It adopted a cross-sectoral approach, focusing on environmental protection and sustainable development rather than being confined to forest harvesting as in the 1992 Forest Act.

The draft 2016 Forest Bill further addresses the Outcomes of Fiji's National Green Growth Framework and key elements within Fiji's draft National Development Plan.



SUMMARY OF MINISTRY OF FORESTRY STRATEGIC GOALS

The environment, under which the Ministry of Forestry's Strategic plan is developed, is a complex one consisting of legacy policies, diverse governing legislations and regulations, national and international commitments, and varied competing stakeholder interests. A preparatory comprehensive and cohesive study of this environment, including stakeholder consultations, has yielded four thematic areas that the Ministry must address at a strategic level in the near future.

This document presents an elaborate framework within which these strategic outcomes can be achieved. At the apex of the structure are four strategic outcomes governing where the Ministry wishes to be by 2030. Since each desired outcome is dependent upon many diverse contributory factors, the Ministry has chosen to identify six (6) Strategic Priorities that are multi-faceted and contribute towards one or more of the desired strategic outcomes. Within these six Strategic Priority areas are initiatives and fifteen (15) outcomes. These essentially are pathways to achieving the strategic outcomes. An amalgamation of these fifteen impact statements or sub-outcomes constitutes the overall apex strategic outcomes for the Ministry between now and 2030. This document further provides details on how these outcomes will be achieved by sourcing initiatives/activities/projects for each Outcome and desired outputs from the said activities.

This Strategic Plan is a deliberately granular document to ensure that the complex strategic goals have well established achievement pathways that can be monitored, and progress towards the outcomes measured. The four apex strategic goals are summarized below:

1. Establish sustainable life cycle management of forest resources in Fiji;
2. Improve the socio-economic impact of Forests;
3. Contribute positively to the Global Environment;
4. Substantially improve service delivery.

The Key Performance indicators (KPIs) for each goal are articulated in Appendix C, which provides details on the pathways associated with each of these strategic goals in terms of priorities, sub-outcomes and initiatives that contribute towards the desired strategic outcomes associated with each strategic goal. The progress towards achieving the desired outcomes of each strategic goal can be monitored via scrutiny of contributory outputs from the related initiatives and Outcomes.

Strategic Goal 1 – Establish sustainable life cycle management of forest resources in Fiji

There are national development goals, industry targets, growth potentials, and economic capacities to be realized that are integrally dependent upon the extent, quality and health of forests. Since forests cannot be regrown/developed overnight, long term planning is essential in addressing the various parameters associated with harvesting of forests, development of forest products and associated industries, and replanting and/or regeneration of forests for future use. Associated with these components of the forest life cycle management are other complexities, such as land ownership, forested to agricultural land conversion and vice-versa, rehabilitation of depleted lands, conservation of wetlands and coastal areas, urban development, and balancing individual rights in conjunction with national and global interests that make management of forests possible in a sustainable way.

Research and modelling, development of cohesive policies and regulations, negotiations with land owners and other stakeholders, development of the national forest estate and national parks, development of urban forests, development and regulation of the industry, financing, introduction of advanced technologies,



improving capacities for replantation in the form of land and seedlings from nurseries are just a small representation of the various facets of the overall issues that need to be considered in achieving this strategic goal.

Desired Outcomes for Strategic Goal 1

There are two main desired outcomes for this strategic goal. One: To put into place mechanisms that take into account the management of forests based on the whole life cycle of forests. This includes harvesting, growth cycles, and reclamation of land, replanting, and utilization (including development of forest based industries.) These mechanisms are to include development of appropriate legislation, policies, initiatives and collaborations with stakeholders. The second desired outcome of this strategic goal is to achieve the national targets associated with forests in a sustainable manner. Developing forestry models and financing schemes, reviewing revenue and incentive streams, and identifying funding for activities associated with this goal will lead to a sustainable life cycle management of the forest resources environment in Fiji.

Strategic Goal 2 – Improve the socio-economic impact of Forests

Forests, forest products, and related industries have a huge impact on the socio-economic environment of Fiji. Development of forestry based jobs, development of eco-tourism, enhancing production of wood and non-wood forest products, down-stream value adding, utilization of non-prime wood for biomass energy generation, improving forest to market opportunities, improving shipping and log removal/transportation capabilities are just a few examples illustrating the wide scope of socio-economic impact of forests. Efforts in many different areas, sometimes related and other times independent, will have to be undertaken to improve the socio-economic impact of forests in a long-term sustainable manner.

With the development of a clear strategy that manifests itself in legislative and regulatory controls, sectoral development, and cooperative engagement of other sectors (including other ministries), it is possible to significantly and positively impact job and business creation, the overall contribution of forests to the GDP of Fiji, community engagement, and secondary benefits such as carbon balances, the environment, and infrastructure development.

Desired Outcomes for Strategic Goal 2

The desired outcomes of this strategic goal are to be taken in context of developing, maintaining, and managing sustainable forest based economic activity. The desired outcomes of this strategic goal include further development of both wood and non-wood based forest industries, increasing the number of jobs and businesses associated with forests (especially job opportunities for youth and women), and increasing the contribution of forest based industries to the overall Gross Domestic Product (GDP) of Fiji. Such growth in jobs and opportunities is expected to present a positive influence on Fiji society.

Strategic Goal 3 - Contribute positively to the Global Environment

Fiji is a nation that is very committed to positively contributing to the environment at not only local levels, but also internationally. As an island nation, Fiji is well aware of climate change and its effects such as global warming and rising oceans. As an island nation the people and culture of Fiji are very much in tune with the oceans, marine life, and appreciate the relationship between conservation and economic opportunities. Conservation of flora and fauna, bio-diversity; maintaining water and air quality, preserving watershed and coastal areas, improving marine life and marine resources are just some of the areas that contribute to the equation of local and global environment.

Fiji's Intended Nationally Determined Contributions (INDC) and commitment to the Sustainable Development Goals (SDG), Convention on Biological Diversity (CBD), the United Nations Forum on Forests (UNFF), and the United Nations Framework Convention on Climate Change (UNFCCC) are just a few examples of how



Fiji sees itself contributing to the environmental and climate change initiatives globally. These are further augmented by the Green Growth Framework, and Fiji's Carbon Market goals and Emissions goals.

Bringing together and correlating efforts in various areas to comprehensively, consistently and continuously address the balance between conservation, economic development, commitment to international environmental goals, social responsibility, and exploitation of resources is an imperative targeted by this stated strategic outcome. The Green Growth Framework, National Biodiversity Strategy and Action Plan, developing initiatives to further achieve Fiji's Carbon Market goals and Emissions goals, are some of the areas where Fiji will continue to develop to contribute positively towards the Global Environment.

Desired Outcomes for Strategic Goal 3

A significant desired outcome of this strategic goal is to create tangible and transparent pathways for MoF to be able to contribute towards servicing of Fiji's national and international commitments in climate change, global environment, emissions, carbon market, and green growth targets.

Strategic Goal 4 – Substantially improve service delivery

The Ministry of Forestry serves many diverse, and often contradictory, interests, Outcomes, and obligations from partners and stakeholders. It strives to provide relevant, efficient and accurate services, information, controls and leadership in all areas serving its stakeholders. In order for the ministry to achieve its other strategic long-term outcomes, it is also important that the ministry be geared adequately for its current and future endeavors. This includes personnel, expertise, finances, information, structures, assessments, planning, relationships, and all other support activities that would help it be efficient, serve its stakeholders, and achieve its goals. An environment of analysis and continuous improvement will help achieve this strategic outcome for the Ministry.

Desired Outcomes for Strategic Goal 4

Following are some of the desired outcomes for this strategic goal: Improved service delivery by MoF; adequate and appropriate staffing capabilities and capacities for MoF to meet its obligations; clear and efficient customer and stakeholder interaction mechanisms; better utilization of data and information for both information sharing as well as decision making; and improved processes and procedures.



FOREWORD FROM THE MINISTER FOR FORESTRY

The Ministry of Forestry is a relatively new line Ministry, having been established as an independent government entity in 2016. The Ministry has adopted its Vision as “Sustainable Forests, Our Future”; and Mission as “To be a leader in Sustainable Forestry”, reflecting its roles and responsibilities going into the future. This Strategic Development Plan (SDP) for the next thirteen years, until 2030, is an important document that adopts

this vision, mission and the pathways the Ministry will be taking in providing stewardship to Fiji forests and related sectoral industries.

The Forest sector plays a central and critical role in climate change, environmental protection, economic development, and creating a balance between nature preservation and urban & industrial growth in Fiji. In this SDP, the Ministry of Forestry is adopting a holistic approach to sustainable lifecycle management of forests that will see the introduction of research, policies and management mechanisms that effectively correlate forest initiatives with climate change and industrial growth imperatives.

Fiji as a small island nation is especially committed to global environmental initiatives that address climate change. This SDP takes into account Fiji’s commitment to Sustainable Development Goals (SDG), the United Nations Forum on Forests (UNFF), the United Nations Framework Convention on Climate Change (UNFCCC) and other international obligations; as well as National Development Plan (NDP) targets.

It is important for us to balance preservation of our forests, water catchment areas, soil conservation areas and our coastlines with economic development opportunities. This Ministry will work in collaboration with the Forest Sector industries, other line Ministries, stakeholders and organisations to address various issues and initiatives to achieve the best socio-economic impact of forests for the current and future generations of Fiji.

In setting the direction for this Ministry, I am looking forward to this SDP being implemented in collaboration with our stakeholders and partners. We aim to realize in a sustainable manner the immense benefits of forests and forest industries to Fiji, while contributing to global efforts in the area of climate change mitigation.

.....
Honourable Osea Naiqamu
Minister for Forestry



STATEMENT FROM THE PERMANENT SECRETARY FOR FORESTRY

I am honoured to join the Ministry in time to finalise and publish this 13-year Strategic Development Plan. The plan was put together under the guidance of the then Acting Permanent Secretary for Forestry, Ms. Bernadette Welch, whose contribution I acknowledge with sincere appreciation. In finalizing the Plan, the Ministry has taken into account Government's new national priorities like the planting of 4 million trees in 4 years, which inter alia, aims to strengthen Fiji's commitment to addressing climate change and to increase the forestry sector's contribution to the Nation's economic growth.

Fiji has approximately 18,274 square kilometers or about 1.8 million hectares of land. Of this, approximately 56% constitutes of forested areas. The Ministry of Forestry has existed in many different forms since 1937 and as a standalone line ministry since 2016. The Ministry oversees the management of forests, watershed areas, coastal areas and soil & land conservation areas as part of its roles and responsibilities.

Forests play a very important part in the Fijian culture and economy, contributing nearly FJ\$550 million of ecosystem services¹ as well as FJ\$110 million in export revenues². Further, Fiji forests are a source of billions of liters of water and 56 million tonnes of carbon³ stored in them. This SDP focuses on managing these forests and resources in a responsible and sustainable manner now and into the future so that these natural national treasures can be utilised and enhanced for future generations.

One of the main goals of this SDP is to develop a cohesive environment of sustainable forests management, which includes legislative, conservation and utilisation initiatives. The Ministry is approaching every aspect of the forestry sector from harvesting, rehabilitation of depleted lands, increase in utilisation of forest products, and regrowth of forests to developing new wood and non-wood based forest industries in order to maximize the economic impact of forests while ensuring that the national forest estate is not only preserved but is substantially enhanced in the coming years.

Increasing the stored carbon in Fiji forests, preserving coastlines through coastal plantations, investing in wood biomass based energy generation, ensuring quality of drinking water through watershed area management and soil conservation are some initiatives in this SDP that not only improve the quality of life for Fijians but also contribute positively to the global environment and quality of life for all.

The Ministry is also looking at engaging stakeholders and partners in a more meaningful and productive manner, as well as streamlining its own policies, processes and services to better serve the people of Fiji. As part of this SDP, the Ministry will assess and align its staffing structure, qualifications and training & development of personnel, and ready access to information to ensure efficient and effective provisioning of services for the duration of the SDP. These workforce development initiatives will extend beyond the Ministry and into the forest sector industries to improve job availability and business development for all.

The goals envisioned in this SDP will be monitored and achieved incrementally through the Annual Operational Plans (AOP) for the duration of the SDP. Even small coordinated activities and initiatives in each AOP hold the potential for significant local and global impact over a period of time.

G. P. N. Baleinabuli

Permanent Secretary for Forestry (From 15 November 2018)

¹ Fiji National Biodiversity Strategy and Action Plan (2007)

² Forest Export Monitoring System (2015)

³ Fiji National Carbon Stock Assessment V1 (2011)



INTRODUCTION

Forests and trade related to forest products, have always held an important role in the history of Fiji. In 1937 the Government of Fiji established the Department of Forestry. This department, till recently, belonged to the Ministry of Fisheries and Forests. In September 2016 this ministry was split into Ministry for Fisheries and Ministry of Forests. This is a testament to the importance Fiji assigns forests in its culture, economy, and even environment.

The country of Fiji covers roughly 18,274 square kilometres of land. Of this approximately 56% constitutes of forested areas. These forested areas can be grouped into two main classes, natural forests and planted forests. The natural forests constitute about 91% of all forests. Planted exotic softwoods and hardwoods occupy about 4%⁴ of the forest cover. About 5% of Fiji's forested area is under long term conservation⁵ and the National Development Plan aims to increase this to about 16% in the next decade. Forests and forest related products are consistent contributors to the GDP of Fiji and dependable earners of foreign exchange. It is estimated that in the past five years forestry has contributed an average of 0.65% per annum to GDP. Between 2011 and 2014 exports of timber and wood products also showed an increase from 6.1% to 8.2% of domestic exports. Enhancing conservation of forested areas while developing forest wood and non-wood products, and development of industry are contrary Outcomes that illustrate the complexity of the roles and responsibilities of the newly formed Ministry of Forests. The introduction of the new Forest Bill 2016, at the same time as the autonomous Ministry of forests was created, focuses the efforts of the Ministry towards sustainable forest management.

Fiji is also actively engaged in addressing global climate change by adopting and supporting initiatives both nationally and internationally. Establishing new Protected Areas through the implementation of CBD Aichi Target 11, through the work of the Protected Area Working Group in collaboration with Pacific Island Countries is one example of how management of forests in Fiji is contributing towards global climate change goals. Ecosystem contributions towards climate change mitigation over a long period can be ensured through strategic protection efforts, including sustainable financing mechanisms for such ecosystems. An example of this is the Sovi Basin Protected Area in Fiji. Involving landowners in conservation efforts is an important aspect of sustainable ecosystems. The conservation of the Drawa Forest Block and the Nakauvadra Community Based Project for landowner supported reforestation are two examples of forest ecosystem enhancements in pursuit of climate change goals. An example of private sector collaboration with the government is the low land forest rehabilitation in Malolo Island through the Mamanuca Environment Society. Another significant example of Fiji's commitment to the climate change goals through forests and communal collaboration is the REDD+ initiative. The Ministry of Forests will afford special attention to sustainable forests and environmental Outcomes, both at national and international commitment levels, in its strategic plan for the next thirteen years.

The global commitments related to forestry that the nation of Fiji has adopted are also articulated in its Intended Nationally Determined Contributions (INDC), Sustainable Development Goals (SDG), the United Nations Forum on Forests (UNFF), and the United Nations Framework Convention on Climate Change (UNFCCC) commitments. These are further augmented by the Green Growth Framework, and Fiji's Carbon Market goals and Emissions goals. The Ministry of Forests strategic plan for the next thirteen years, 2017-2030, focuses heavily on achieving the various goals through sustainable plans and in collaboration with communities, industry, landowners and stakeholders.

The Ministry of Forests has developed this strategic plan in context of stakeholder needs, new forest product development, industry development, conservation Outcomes, reforestation, optimizing land use, managing national forest assets and emerging international obligations/issues, and landowner involvement. The four main areas under consideration are forests, watershed areas, coastal areas, and soil and land conservation. The thirteen year SDP is taking a holistic approach to life-cycle management of resources, for example: mapping and defining forest function classifications, defining forest protection areas, allocating harvest areas, facilitating industry access to resources and new product development, and developing reforestation areas in collaboration with land owners. This will be carried out in collaboration with relevant stakeholders in defining forest areas in transition, and preservation and conservation of forested areas. The Ministry of Forests is also taking into account national and international obligations, industry and private sector needs, as well as, the interests of citizens in this SDP.

⁴ FAO, Fiji Forestry Outlook Study 2010

² Department of Forests' estimates



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

The importance of mangroves, management of coastal areas and mitigation of coastal erosion cannot be understated in context of rising sea levels and preservation of coastal environments and communities. The term “forests” in this document is inclusive of mangrove plantations, bamboo, palms and coastal flora. Similarly, addressing soil and land conservation, in terms of preventing or mitigating erosion, landslides, and remediating soil depletion is integral to healthy lands and forests. Soil conservation and watershed management play a very important role in generating a balance between agro economic interests and conservation. As cattle ranches and farmlands grow, it is important to manage and regulate watershed areas and streams to prevent downstream and groundwater pollution. Appropriate deforestation and reforestation are part of both the soil and land conservation efforts, as well as the maintenance of the watershed areas.

Considering the diversity of engagement, jurisdictions and responsibilities, and expanse of efforts, the Ministry of Forests will be working with stakeholders, landowners, other Ministries, the iTaukei Lands Trust Board and other entities in putting forth collaborative efforts in addressing issues, challenges and opportunities related to forestry.

Finally, the SDP is structured in terms of six major priority areas and related Outcomes that address global goals (accepted and adopted by Fiji,) National Development Plan targets, economic drivers, social imperatives, stakeholder needs, and efficiency measures. The thirteen year SDP has overarching stated outcomes. This SDP will have an initial five year implementation plan, which will be reflected in each year’s operational plans. Achievement of stated outcomes and outputs from each AOP will be monitored and will provide a measure of progress on the desired outcomes of the strategic plan. This approach builds a systematic monitoring and evaluation (M&E) criteria and capability for not only the AOPs, but also for the SDP, thus making measurement of progress on the SDP very transparent. All initiatives in AOPs will not only have targets and stated outputs, but will also explicitly provide impact statements.

MoF STRATEGIC FOCUS

As mentioned before, forests and forestry hold a special place in the socio-economic, environmental, and cultural arenas of Fiji. There is a long list of guiding documents, i.e. legislation, regulations and policies that have historically provided guidance for the forest sector in Fiji. The development of this Strategic Development Plan has been informed and guided by the various legislative documents mentioned above; stakeholder consultations, including workshops with industry and sector leaders, landowner representatives, various organizations, and researchers; national development plan targets; global commitments made by Fiji in the areas of conservation, forestry, climate change, carbon market and trading goals; Sustainable Development Goals (SDGs); economic development goals; social issues; need for research and models; and product, industry, and sector development needs to name a few. Some specific documents that have influenced the development of this document include:

- National Development Plan
- CAPP Outcomes report – 2017
- REDD+ Policy - 2011
- FFHCOP – 2013
- FIJI NBSAP – Final Draft Nov. 2016
- Fiji Mangrove Policy
- Mangrove Management Plan - 1986
- Fiji INDC – 2015
- Forest Bill 2016 - Draft
- Forest Decree 1992
- Fiji Forest Policy -2007
- Green Growth Framework



- Ministry of Fisheries and Forests Draft Strategic Plan 2010-2014
- Ministry of Fisheries and Forests Annual Corporate Plan Outcomes Performance Reports for 2014 and 2015
- National Action Plan for Ministry of Forest 2017-2021 – Final Draft January 2017

In addition to this, the Ministry has also taken the approach of self-analysis to determine whether or not it is geared and structured adequately, and has the capabilities to achieve what it has set out to achieve in the strategic plans. The Ministry is also critically analysing its personnel capabilities, qualifications and procedural efficiencies to harness the best possible performance based outcomes.

The strategic focus of the Ministry in developing this SDP lies in a number of things that span the spectrum from local efficiencies to global commitments. Some of these influencing topics are listed below in no particular priority or order:

- Taking a whole-lifecycle management approach to forestry and sector development and management;
- Enhancing food security by mainstreaming Agroforestry;
- Developing and supporting forestry research infrastructure and capabilities, including modelling;
- Focus on green growth in blue economies;
- Exploring and developing green eco-tourism;
- Developing sustainable forest management plans;
- Increasing the total area under Protected Forest Areas;
- Bolstering landowner engagement in forestry development and whole-lifecycle management activities;
- Increasing the number and volume of forestry products in the GDP in a sustainable way;
- Improving forest based product exports;
- Developing forest wood and non-wood product based industry;
- Developing new forest wood and non-wood products;
- Making down-stream revenue generation more accessible;
- Improving renewable energy sources, including bio-mass energy generation;
- Reducing the carbon footprint and improving binding of carbon in forests;
- Achieving global carbon market goals that Fiji has committed to;
- Enabling to use state of the art technology of Remote Sensing and Geographical Information System
- Developing improved reference levels for forested areas, forest functions, forest carbon Measuring, Monitoring and Reporting and Verification systems;
- Improving the management of watershed areas;
- Developing protected coastal and mangrove areas;
- Producing better accessibility to harvest areas with minimum environmental impact, such as logging roads, landslides etc.;
- Supporting soil and land conservation efforts;
- Aligning deforestation for agriculture, regeneration, reforestation, and reclamation of depleted lands through prudent land use policies;
- Developing seed and seedling banks for smooth reforestation initiatives;
- Building economic models, initiatives and policies that support whole-lifecycle sustainable forest management;
- Developing outreach and educational programs;
- Consistently engaging stakeholders, especially landowners and industry partners and
- Aligning goals and policies with other ministries and organizations in pursuit of national goals.

SUMMARY OF STRATEGIC PRIORITIES FOR SP 2017-2030

There are six (6) main strategic priority areas with fifteen (15) associated Outcomes for this strategic plan that correlate the needs, ambitions and growth with specific initiatives. These six strategic priority areas are:

- STRATEGIC PRIORITY 1: COHESIVE LEGISLATION, REGULATION, POLICY, GUIDELINES & COMPLIANCE
- STRATEGIC PRIORITY 2: SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION
- STRATEGIC PRIORITY 3: CAPACITY BUILDING (MINISTRY AND STAKEHOLDERS)
- STRATEGIC PRIORITY 4: STEWARDSHIP
- STRATEGIC PRIORITY 5: FOREST FINANCING
- STRATEGIC PRIORITY 6: ORGANISATION EFFECTIVENESS



STRATEGIC PRIORITY 1: COHESIVE LEGISLATION, REGULATION, POLICY, GUIDELINES & COMPLIANCE

Strategic Priority 1 is geared towards articulating a consistent long term approach with regards to legislation, regulation, policy, and compliance mechanisms associated with forests and forestry. Forests take a long time to grow; environmental and climate change initiatives take a long time to remediate; however, forests can be destroyed or harvested in a very short period resulting in serious impact on environments and industries. Hence, it is important to have a long term consistent approach in guiding the development and implementation of laws, policies, and even permits and quotas, that follow long term national strategies and goals for forestry.

STRATEGIC PRIORITY 2: ENHANCE SUSTAINABLE FORESTS MANAGEMENT FRAMEWORKS AND IMPLEMENTATION OF SFM

The second strategic priority area is all about establishing clear sustainable implementation mechanisms for forest strategies to be effective over a long period of time. Whole life cycle management of forests is a challenge; however, making it a sustainable effort is even harder. The Ministry acknowledges and accepts the challenge of establishing sustainable forests management frameworks in this strategic development plan priority.

STRATEGIC PRIORITY 3: CAPACITY BUILDING (MINISTRY AND STAKEHOLDERS)

Bringing theory to practice is the focus of the third strategic priority area. Building capacity within the ministry, in communities, in industry, and even in infrastructure, is an important aspect of realistically translating theories, models, and plans into actual practice. Without the right knowledge and capacity, it is virtually impossible for growth, especially sustainable growth, to take place. The Ministry will lead the way in analyzing capacity and capabilities necessary to achieving the desired outcomes of the sector; and engage its personnel, infrastructure, partners, and communities in developing research and knowledge necessary to achieve the best outcomes for now and the distant future.

STRATEGIC PRIORITY 4: STEWARDSHIP

The fourth strategic priority area is about commitment to stewardship of national resources, as well as the moral obligation towards global environmental responsibilities and commitments. Since forests cannot be regrown overnight, the resultant economic and environmental impacts cannot be mitigated immediately, it is the moral responsibility of the Ministry to put in place all necessary measures that will protect and preserve the national natural assets for future generations. This priority specifically addresses the balance between development and conservation that must be maintained in order to preserve the natural resources for the future generations while facilitating economic growth and addressing social responsibility.

The best laid plans are ineffective if they cannot be adequately funded.

STRATEGIC PRIORITY 5: FOREST FINANCING

The fifth strategic priority area is all about looking at, developing, improving and/or implementing financial strategies and mechanisms to support sustainable management of forests. Whether it is the cost and impact of logging permits; the cost of regeneration and maintenance of national forest estates; costs related to carbon trading; or sustainability of forest assets and efforts, it is all dependent upon appropriate financial models being developed and implemented. This priority area focuses on the financial tools and strategies needed for sustainable management of forests.

STRATEGIC PRIORITY 6: ORGANISATION EFFECTIVENESS

The last priority area focuses on the Ministry itself. It looks at the capacity and the capability of the Ministry in being able to produce what it has set up as its goals. It looks at efficiency, in terms of personnel, processes and even information management. It ensures that the Ministry is positioned to achieve what it has set out to achieve in context of people, information and infrastructure.



The relationship between the Strategic Priority areas, Outcomes, and the Strategic Goals is presented in the following table:

Table 4: Relationship between Strategic Priorities, Outcomes and Strategic Goals

Legislations	Impact statements/ Outcomes	Strategic Goals Contributed To
Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	SG 1: Establish sustainable life cycle management of forest resources in Fiji.
	Strategic Priority 2: Enhance Sustainable Forests Management Frameworks And Implementation of SFM	
Strategic Priority 2: Enhance Sustainable Forests Management Frameworks And Implementation of SFM	Outcome 2: Strengthen forest resource management frameworks in support of legislative and policy imperatives, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation.	SG 1: Establish sustainable life cycle management of forest resources in Fiji.
	Outcome 3: Enhance implementation/adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions)	
Strategic Priority 3: Capacity Building (Ministry & Stakeholders)	Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry.	SG2: Improve the socio-economic impact of Forests SG4: Substantially improve service delivery
	Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Collaboration, Agreements & Partnerships.	
Strategic Priority 4: Stewardship	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	SG2: Improve the socio-economic impact of Forests SG3: Contribute positively to the Global Environment
	Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	
	Outcome 8: Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues etc.)	
Strategic Priority 5: Forest Financing	Outcome 9: Development & Enhancement of Forest financing mechanisms related to conservation and protection measures.	SG1: Establish sustainable life cycle management of forest resources in Fiji SG4: Substantially improve service delivery
	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems	



Strategic Priority 6: Organisation Effectiveness	Outcome 11: Build capacity and efficiency in Human Resource Department	SG4: Substantially improve service delivery
	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	
	Outcome 13: Enhance Planning and Assessment capabilities	
	Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders	
	Outcome 15: Cooperation of citizens in achieving national/international goals and creating socially responsible & better informed citizens.	

A detailed relationship between the various Strategic Priority areas and Strategies with their corresponding Outcomes and KPIs of each Strategic Goal is presented in Appendix C.

DEVELOPMENT OF SP 2017-2030

The Road So Far

Table 4 below presents an overview of the long term strategic projects that the Ministry has been engaged with over a period of time and will continue with into the near future. There are also some new strategic projects that are starting based on current needs.

Table 5: Long-Term Projects

PROJECT TITLE	PROJECT OUTCOME	PROGRESS
Research and Development of Wood and Non Wood Species	<p>The Outcome of this project is to:</p> <ul style="list-style-type: none"> Provide accurate and quality technical information on both wood and non-wood properties. Promote the diversification and value adding of wood and non-wood species and, Provide new social and economic opportunities for locals. 	<p>The Species that were researched and documented from 2012 – 2016 are stipulated below;</p> <ol style="list-style-type: none"> Dulewa [Xylopia Pacifica] Kuluva [Dillenia biflora] Sa [Parinari insularum] <p>The research activities for the year 2016-17 are as follows:</p> <ul style="list-style-type: none"> Research on the potential uses of Maesopsis. Maesopsis is an exotic species that grows in the Fiji Hardwood plots in Nausori Highlands. The research on this species was incomplete in 1981 and the Forestry Department is now undertaking studies on this species such as its density, wood working properties and its peeling properties. Research on the Tapping effects on Pine timber quality (on-going). Research is to determine whether the resin extraction has any effect on the grade of pine timber. Insecticidal Treatment of Local bamboo Species Results indicated that the recommended chemical and concentration for the dipping on our local bamboo species for interior and exterior use (dry and green) is Antibilusaptain at 2.0% concentration. <p>2017-2020</p> <p>The Wood and Biomass Research is an area that needs thorough research. The project aims to quantify the potential volumes of waste wood by categories that are available for utilization and the current volume that is being used for energy generation.</p> <p>On the above note, we will be purchasing a mini (home-use) pellet mill and a mini pellet boiler. The purpose of these two small scale machines is to convert sawdust, wood shavings, firewood, bamboo strips into pellets. The Outcome is to identify the combustion properties and calorific value for local wood and non-wood (bamboo) species. The combustion properties and the calorific value of species used can be obtained from the mini pellet boiler.</p> <p>Through continuous research, planned resource assessments and baseline studies, such information could be compiled, updated and made available to interested stakeholders.</p> <p>Another activity is to identify structure of local timbers – develop means of identification from lens to hand samples. The work includes developing 34 microscopic card and hand samples for 34 local timbers and 4 exotic species. Extension of cards to include Lesser Known Species (LKS) and other local and exotic species after research.</p>



PROJECT TITLE	PROJECT OUTCOME	PROGRESS
<p>Research and Development of Wood and Non Wood Species</p>	<p>The Outcome of this project is to:</p> <ul style="list-style-type: none"> ▪ Provide accurate and quality technical information on both wood and non-wood properties. ▪ Promote the diversification and value adding of wood and non-wood species and, ▪ Provide new social and economic opportunities for locals. 	<p>For Product Development Research, the Panel Products Research work includes the following:</p> <ul style="list-style-type: none"> ▪ Audit of waste biomass available and its suitability for processing into panels ▪ Identify new products that could be made from plywood ▪ Development of stress grade for plywood ▪ Development of preservative treatment technologies for plywood ▪ For Non-Wood Forest Products, the identified areas for continued research into bamboo includes the following: <ul style="list-style-type: none"> ▪ Silviculture ▪ Harvesting, storage and preservative treatment ▪ Panel products ▪ Bamboo production economics ▪ Medicinal properties of leaves ▪ Extension
<p>Wood Utilization Projects</p>	<ul style="list-style-type: none"> ▪ The project is to initiate new products from wood waste by using specialized machines ▪ Promote the development of small cottage industries to our stakeholders to support economical drive of the sector. 	<p>The project has been in operation since 2010 and has been working in phases beginning from the baseline survey, harvesting, and classification of waste.</p> <p>Currently, it is now into the further processing of wood waste phase in which specialized machines will be used so there is zero waste in the processing line.</p> <p>The focus is to utilize waste wood into manufactured products, make awareness, train resource owners, landowners, carpentry and joinery students, individuals, interested parties and market out the idea into the furniture industries.</p> <p>Also, the project will help alleviate poverty in the country by providing job opportunities i.e. in the identification, engagement and establishment of small cottage industries and resource/land owners will be paid for what they own in the plantation thus contributing to economic growth.</p> <p>What project involves (2017 - 2020)?</p> <ul style="list-style-type: none"> ▪ Identification of waste wood manufacturing process line; ▪ Creation of products; ▪ Identification of specialized machines; ▪ Providing relevant skills of manufacturing waste; ▪ Selling the idea to furniture industries; resource owners and individuals; ▪ Creation of small cottage industries and further develop the wood industries; ▪ Continuous monitoring & training of the established and engaged cottage industries (skills and business development) and evaluation of service providers.



PROJECT TITLE	PROJECT OUTCOME	PROGRESS
REDD+ Capital	<p>To maximize return from the Fiji REDD+ activity by integrating international requirement with national needs. To achieve this, the Fiji REDD+ Readiness project was proposed with the Outcomes of:</p> <ul style="list-style-type: none"> Strengthening elements of good governance within REDD+ activity areas. Ensuring effective landowner participation that follows Safeguards following the FPIC guideline as expressed within the UNDRIP. Integrating the concept of REDD+ with Sustainable Forest Management. Building internal technical capacity for MRV that integrates and strengthens the current forest resource management System. 	<p>The REDD+ Readiness program has been able complete some of the major Outcomes of the projects such as;</p> <ul style="list-style-type: none"> REDD+ Readiness Management Arrangements- National REDD+ Steering committee and technical sub committees Establishment of REDD+ Unit & Divisional Working Committee Development of project pilot site Development of the FPIC guideline <p>Therefore this REDD+ Readiness Program will continue this fiscal year 2017 – 2020 and the focal areas are stipulated below;</p> <ol style="list-style-type: none"> 1. Development of a National Forest Reference Emission Level/ Forest Reference Level 2. National Forest Monitoring system 3. Consultations, awareness and education 4. Non market based approaches to REDD+ 5. Non carbon benefits for REDD+ activities (co-benefits)
Reforestation of Degraded Forest Areas	<p>This reforestation initiative is aiming to utilize degraded forests to address broad thematic areas of need including carbon stock enhancement, connecting forest corridors, coastal restoration, and food security, flood mitigation stabilization of riparian system, catchment restoration, enrichment planting, community woodlots and industrial planting.</p> <p>Creating future opportunities by:</p> <ul style="list-style-type: none"> Supporting plantation development for future timber needs Supporting the restoration of degraded forests for its important environmental services. 	<p>This RDF project has reforested 600ha of degraded forest areas since the introduction of the RDF program in Fiji.</p> <p>In 2017 – 2020 RDF program will continue to maximize on its 500ha annual targets by establishing more plantations on the maritime islands and also Vitilevu & Vanualevu.</p> <p>Therefore this RDF program will be an on-going project in the future to allow Fiji's indigenous forest areas to recuperate from its drastic exploitation due to the past conventional logging techniques and agricultural developments</p>
Reviving & Revitalizing Sandalwood in Fiji	<ul style="list-style-type: none"> To deliver and disseminate research information undertaken on sandalwood for the past 20 years by the Department of Forests. Also a means to promote the sustainable development of this valuable commodity at a national level. The way forward for the project is to ensure that relevant policies and regulations are developed for its implementation to guarantee the continuity and sustainability of sandalwood resource development in Fiji. 	<p>This project was established in 2011 – 2016 thus the sandalwood plantation established is 117ha /42,000sandalwood seedlings.</p> <p>Every fiscal year the project has an annual target of 24ha, from this fiscal year onwards [2017 – 2020] the project is aiming to maximize its production areas around Fiji by starting plantation developments on the maritime islands and areas in Fiji where sandalwood species are scarce</p>



PROJECT TITLE	PROJECT OUTCOME	PROGRESS
Upgrading of Forestry Institutional Infrastructure	<ol style="list-style-type: none"> 1. To refurbish all existing divisional institutional infrastructure such as offices and departmental quarters and forestry stations 2. To greatly enhance the level of service delivery and extension support by all officers of the department within all the 3 division 	<p>The project has completed the upgrading of quarters in Coloisuva & Labasa in 2015 – 2016 fiscal year.</p> <p>In 2017 – 2020 the project will be developing other Forestry offices and Quarters that are in remote areas within the three divisions to enhance service delivery and efficiency.</p>
Upgrading of Coloisuva Forest Parks	<ol style="list-style-type: none"> 1. To be an iconic project and prominent contributor in the development of forest-tourism to establish successful Forest Park Model. 2. To upgrade the infrastructure facilities of the Colo-i-Suva Forest Park to meet International and Occupational Health and Safety (OHS) Parks Standards. 3. To increase the annual number of visitors to the Colo-i-Suva Forest Park and independent income generating project. 	<p>2012 – 2016 The projects had upgraded the forest parks facilities by introducing new rest rooms, car parks, upgraded the parks access road, tracks, and changing rooms uplifted the pool standards and finally they have installed CCTV cameras on all entry points for security purposes.</p> <p>In 2017 – 2020 the project will maintain the current facility upgrading and also will be moving into developing other Forest Parks in Fiji.</p>
Pine woodlot & Logging Package	<p>The conversion of grassland towards the expansion of forest cover is significant to protect the islands natural resources and terrestrial biodiversity. Maritime islands are largely dependent on the meagre resources confined within islands. The utilization rate of resources either terrestrial or marine should be in proportionate with the growing number of population and the consumption. The depletion of such resources is not only a result of the above but also affected by biotic and abiotic factors. The department of forestry through the extension division envisaged the need to fulfill the conversion of grassland under the afforestation and reforestation program on maritime islands to enhanced biodiversity as well as livelihood. The initiative was well accepted in 1970's by most islands like Gau, Lakeba, Cicia, Kadavu and Matuku.</p>	<p>2015 – 2016 The project began with maritime island development by upgrading the Narocake Pine Scheme and Cicia Pine Scheme; the current pine schemes in Fiji have been planted in the early 1970s therefore they are well matured now. The project has now moved into providing portable sawmills, treatment plants and other logging machineries to harvest these matured pine scheme trees.</p> <p>2017 – 2020 The projects is covering other maritime islands with the pine schemes i.e. Kadavu, Koro and other islands in Fiji.</p>



PROJECT TITLE	PROJECT OUTCOME	PROGRESS
Lakeba Pine woodlot & Logging	The conversion of grassland towards the expansion of forest cover is significant to protect the islands natural resources and terrestrial biodiversity. Maritime islands are largely dependent on the meagre resources confined within islands. The utilization rate of resources either terrestrial or marine should be in proportionate with the growing number of population and the consumption. The depletion of such resources is not only a result of the above but also affected by biotic and abiotic factors	The Lakeba Pine Scheme Project was sampled for the maritime island pine scheme development before the pine woodlot and logging project was developed. In 2015 the project implementation plan had flopped due to some financial irregularities, therefore 2017 – 2020 the project has been revitalised to support the Lakeba maritime pine schemes to its full potential since it is one of the largest pine schemes in Fiji.
Fiji Pine Trust	To develop all pine schemes and expand the community pine plantations on degraded areas in Fiji.	2012 – 2016 The Fiji Pine Trust program has been developing pine schemes in Vitilevu and Vanualevu whereas for 2017 – 2020, the program has shifted to the maritime islands.
Forest Subsidy	Promote the development of Cottage Industries	2015 – 2020 The projects have been developing SMEs to be promoted as cottage industries. This is an on-going program for the Ministry of Forests.
ITTO (Rewa Delta)	Community based restoration and sustainable management of Vulnerable Forest of the Rewa Delta	2015 -2018 The project major outcome is to restore the degraded/vulnerable mangrove areas within the Rewa Delta, therefore they have now started on the replanting programs and they will continue to the end of the project cycle.
DE reservation of Nadarivatu	De - reserve certain areas of Nadarivatu Forest Reserve	2015 – 2020 This is a continuous program applicable to all the Forest Reserves leased by the Ministry of Forest. This program occurs when resource owners request MOF for the release of portion areas within their Mataqali reserves under MOF
Purchasing of Machines	Procure harvesting machines to assist the training centre in training competent operators	2017 – 2020 This is a new project in the Ministry of Forest and its major outcome is to improve the technical skills level of the machine operators within the harvesting operation areas in Fiji. This project will continue in the Future since it will also assist the MOF stakeholders to operate harvesting machines to the required compliance level.
Seed Chamber & Misting Unit	Procure the seed chamber and construct a misting unit.	2017 – 2020 This project major outcome is to improve the seedling production to the Silviculture Research Division. The project is mainly for the procurement of certain research machines that will boost the research techniques within the Ministry.
Upgrading of Research Laboratory	Renovate the current Research Laboratory.	2016 – 2018: This project is currently doing a general maintenance to the research laboratory to suit the research requirements done by our Silviculture Research Division (SRD).
Reforestation of Indigenous Species	Create future opportunities by: <ul style="list-style-type: none"> ▪ Promote planting of indigenous tree species with different functions that people potentially benefit from. ▪ Raising enough seedlings to be available to general public for purchasing seedlings of their choice ▪ Supporting the indigenous tree planting for future social & economic development opportunities 	2017 – 2018: The project is in its initial stage with collection of seeds for native tree species is ongoing to ensure enough seeds available before establishment of the nursery. Scope of the nursery carried out by MOIT with plan & cost to be confirmed.



Bridging to the Future

Table 5 below lists the Capital Projects in support of the new strategic plan that are funded, either in continuation or are being initiated, in the current fiscal year

Table 6: Capital Projects 2017-2018

Capital Projects 2017-2018		Desired Outcomes for Capital Projects 2017-2018
Upgrade of Office and Forestry Quarters.	Continuing	Improve working and living conditions for staff.
Fiji Pine Trust.	Continuing	Enhance Fiji Pine Schemes in Fiji Increase Forest Cover Improve Community Livelihood
Reducing Emissions from Deforestation and Forest Degradation (REDD+).	Continuing	To co-finance and complete the Readiness Phase until 2019.
Purchase of Harvesting Machine (R).	New	Purchase specified Machines. Enhance pine schemes harvesting operations To have qualified operators.
Sandalwood Development.	Continuing	Sustainable supply of the sandalwood species. Improve livelihood.
Purchase of Seed Growth Chamber and Misting Unit.	New	Improve research facilities and quality seed production.
Reforestation of Indigenous Species.	New	Revive local indigenous species.
Research and Development of Wood and Non Wood species.	Continuing	Identify and Promote lesser known species to our local timber trade industries.
Utilisation of Wood.	Continuing	Enhance value adding on our timber products. Value adding on waste wood
Pine Woodlot Logging (Gau, Cicia, Kadavu).	Continuing	Optimum utilisation of matured Pine Plantation in the Maritime Areas.
Lakeba Pine Scheme.	Continuing	Value-adding of Forestry products
Forest Subsidy.	Continuing	Promote small cottage industries.
Monitoring, Control and Surveillance.	Continuing	Enhance compliance level of operations.
Reforestation of Degraded Forests (RDF).	Continuing	Increase/Improve Fiji's forest cover.
International Tropical Timber Organisation (ITTO) Project.	Continuing	Enhance Coastal Rehabilitation.
Upgrading and maintenance of Forest Parks.	Continuing	Improve Forest Park facilities to provide better services.
Nadarivatu De-Reservation.	Continuing	Boundary demarcation of Dereserved areas within our Forest Reserves.



RISKS AND MITIGATION

The duration of this SDP extends to thirteen years. It is therefore important that the Ministry have tangible and credible risk assessment and mitigation mechanisms in place to ensure that the outcomes articulated in this SDP are in fact achieved during and at the completion of this SDP period. Further, the plan must be able to continuously assess change in circumstances and address the same during the plan period.

The Ministry currently does not have any established risk assessment and remediation protocols. The Ministry has initiated a process of developing a framework for cataloguing risk, establishing protocols for determining risk appetite, and remediating registered risks in a systematic manner. The Ministry will also be developing a Risk Assessment and Mitigation Policy. Consultations with Ministry leadership, operational division heads, and stakeholders and partners will contribute towards cataloguing risks to current and future Outcomes on a regular periodic basis. Risk assessment and mitigation will also become a standard part of annual ministerial operational plan development exercises.

The SDP implementation is effectuated through yearly Operational Plans. The format of the OPs presents an innovative approach, in that it will associate initiatives and targets within individual OPs to the current national targets on one hand, and the SDP annual targets on the other hand. Each subsequent OP will, thus, address the annual national targets, and illustrate progress towards the SDP Outcomes. The OP, in effect, will become a de facto development, as well as, a monitoring and evaluation (M and E) system component for the SDP 2017-2030. This approach is also significant in that the yearly development of the OP will precede the Budgeting cycle, thus providing an accurate financial picture for the following fiscal year. This will assist the Ministry in presenting more functional rather than sectorial budgets. This structure is significant in that it will allow for operational risk management on an annual basis to mitigate any long term risks for the SDP from developing unnoticed or unaddressed.

Capital Projects are an important component and contributor towards achieving strategic Outcomes. The Ministry is mandating risk assessment and mitigation as an integral component of capital project planning. Table 6 in Appendix B provides an example of risk assessment and mitigation for all capital projects associated with the current operational plans. This table will be updated each year for relevant capital projects associated with the operational plans for that year.

While operational risks are managed via the mechanisms mentioned above, strategic risk identification and management in context of the role and responsibilities of the Ministry in relation to the Government's Outcomes and priorities will remain the responsibility of the Minister leading the said Ministry. Vision and direction from the Minister to the senior management of the Ministry will allow for course correction as needed.

WORKFORCE DEVELOPMENT

Development of this SDP has had the added benefit of bringing to forefront the correlation needed between knowledge management and achieving the desired outcomes of a long-term plan.

Stated Outcomes within Strategic Priority 6 are focused on analysing the structure and capabilities of the Ministry, as well as the qualifications of its personnel. Collation and organization of knowledge is also being undertaken using appropriate information technology knowledge management tools. These steps will align the technical capabilities of the Ministry with its functions.

This SDP also recognizes the value of research, both in terms of guiding the Ministry in its decision making and policy making functions, and also the stakeholders with regards to development of the industry as a whole. Advancing qualifications, making available and supporting research opportunities, and collaborating with stakeholders and partners in producing new knowledge will greatly enhance the production and development of a qualified workforce for tomorrow. Building stronger research and tertiary education relationships has been addressed in this SDP.

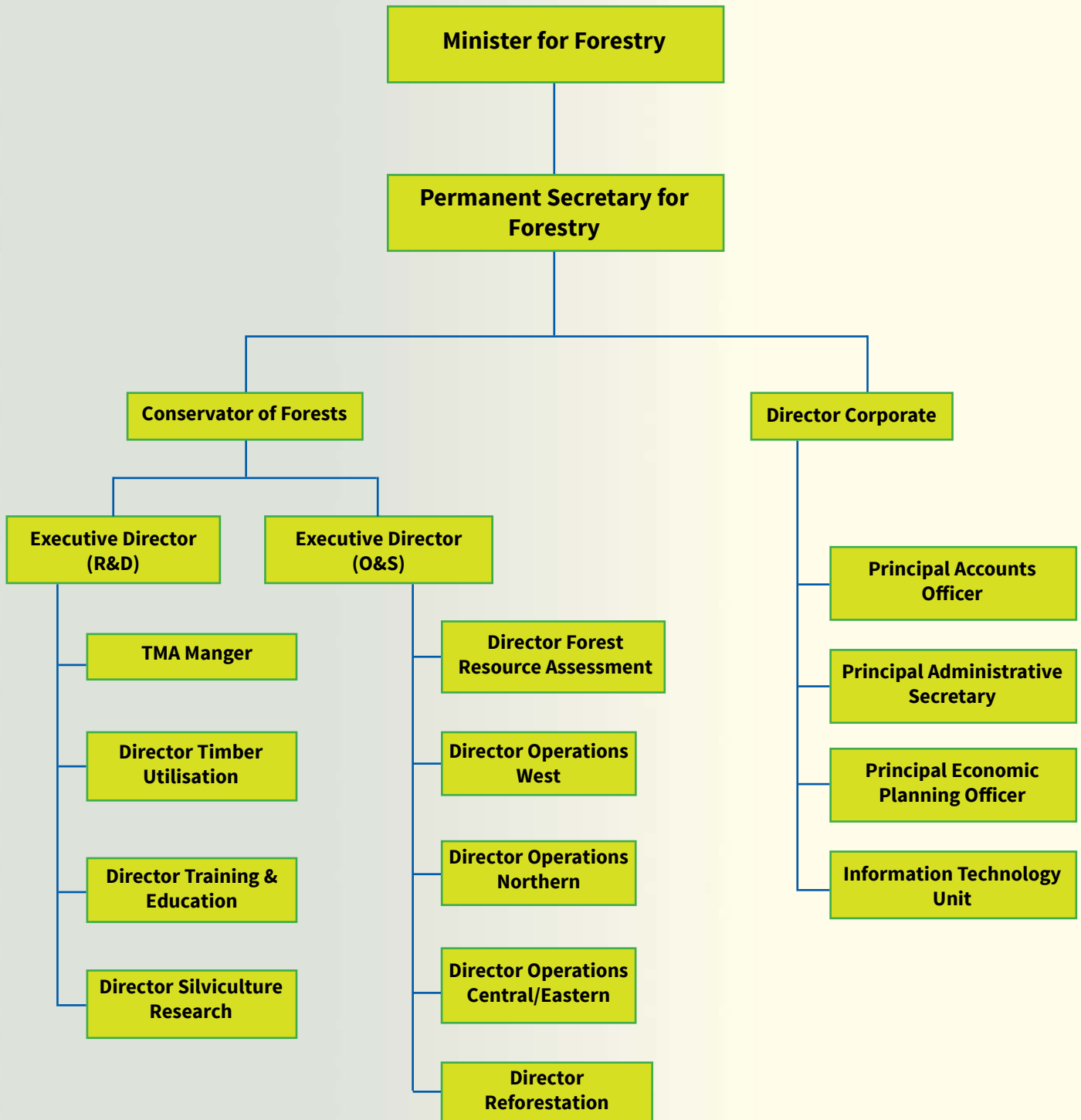
In conclusion: the Ministry is taking a holistic view of workforce development, extending from professional development for its own employees to developing opportunities for the industry, as well as, supporting the development of the next generation employees and leaders in the sector.



APPENDICES

Appendix A: MoF Organizational Chart

Figure 1: MoF Organizational Chart



Appendix B: Risk Assessment and Mitigation of Capital Projects

Table 7: Capital Projects and Risk Assessment

Capital Projects 2017-2018	Desired Outcomes for Capital Projects	Risks	Mitigation Plan
Upgrade of Office and Forestry Quarters.	Improve working and living conditions for staff.	<ol style="list-style-type: none"> 1. Funding – estimated funding not available 2. Changing scope mechanism (alignment with MOIT & CIU) 3. Contractors not meeting scope of work 	<ol style="list-style-type: none"> 1. Make budget request submission for the next fiscal year 2. Re-alignment and resubmission in the next fiscal year 3. MoF to closely monitor work progress
Fiji Pine Trust.	Enhance Fiji Pine Schemes in Fiji	<ol style="list-style-type: none"> 4. Less knowledge on plantation management and Financial/ Business management 5. Lack of seedlings supply to meet demand 6. Transportation & Markets 	<ol style="list-style-type: none"> 4. Capacity building for communities/ resource owners/ Pine scheme managers 5. Set up “fly” nurseries 6. Provide reliable transportation & Secure markets
Reducing Emissions from Deforestation and Forest Degradation (REDD+).	Increase forest cover	<ol style="list-style-type: none"> 7. Natural disasters (for existing plantation) 8. Access to land 9. Handling & transportation of seedlings 	<ol style="list-style-type: none"> 7. Contingency plan for Natural Disasters 8. Contracts with landowners/ rewards provided 9. Build nurseries close to plantations
Purchase of Harvesting Machine (R).	Improve community livelihood	<ol style="list-style-type: none"> 10. Lack of Funds 11. Non-engagement of communities 12. Dealing with unscrupulous buyers 	<ol style="list-style-type: none"> 10. Budget submission 11. Contracts with landowners/ rewards provided? 12. Agreement to be vetted by MoF and avoid advancing of payment.
Reducing Emissions from Deforestation and Forest Degradation (REDD+).	To co-finance and complete the Readiness Phase until 2019.	<ol style="list-style-type: none"> 13. Lack of local expertise (extraordinary dependence on overseas consultants) 14. Accreditation of local financial institution to receive funds from NGOs & International donors 15. Lack of qualified/experienced staff (esp. in MRV) 16. Roll out of capacity within Forestry on REDD+ once carbon financing is established. 17. Availability of data that can be analysed for reference level 	<ol style="list-style-type: none"> 13. Develop local REDD+ expertise and involve forestry officers in REDD+ 14. Get a local financial institution accredited 15. Capacity building for staff/forestry officers in MRV 16. Involve established staff in REDD+ during readiness and carbon funding phase and incorporate REDD+ in relevant Division output 17. Proper data sourcing, storage and accessibility within the Ministry
Purchase of Seed Growth Chamber and Misting Unit.	Purchase of specified Machines	<ol style="list-style-type: none"> 18. Machine not fit for purpose 19. Funding – estimated funding not available 20. Availability of spare parts locally? 	<ol style="list-style-type: none"> 18. Tech committee to do site visit inspection and look at the history of the machine and assess past performance 19. Make budget request submission for the next fiscal year 20. Check and confirm availability of parts and cost before purchasing
	Enhance Pine Schemes harvesting operations	<ol style="list-style-type: none"> 21. Breakdown of Machines 22. Unavailability of spare parts 	<ol style="list-style-type: none"> 21. Qualified mechanics for the specified machinery 22. Sourcing machines with local supplier/agency
	Qualified operators	<ol style="list-style-type: none"> 23. Lack of qualified operators 24. Lack of trainers 	<ol style="list-style-type: none"> 23. Capacity building/training for operators 24. Outsourcing of trainers



Capital Projects 2017-2018	Desired Outcomes for Capital Projects	Risks	Mitigation Plan
Sandalwood Development.	Sustainable supply of the sandalwood species.	25. Supply of seedlings 26. Survival rate of seedlings/ viability of seedlings 27. Asset protection (sandalwood stolen) 28. Forest fire	25. Develop new nurseries & provide incentives 26. Develop seed orchards have Qualified staff to handle seedlings and capacity building for communities 27. Develop Sandalwood regulation 28. Develop Forest Fire Strategy
	Improve livelihood	29. Access to Markets 30. Dealing with unscrupulous buyer	29. Develop infrastructure to access markets 30. Agreement to be vetted by MoF and avoid advancing of payment
Purchase of Seed Growth Chamber and Misting Unit.	Improve research facilities and quality seed production.	No risk identified	
Reforestation of Indigenous Species.	Revive local indigenous species.	31. Availability of seeds 32. Presence of invasive species	31. Develop nurseries 32. Control of invasive species
Research and Development of Wood and Non Wood species.	Identify and Promote lesser known and lesser use species to our local timber trade industries.	33. Out-dated research and lab facilities 34. Under skilled research staff 35. Research results not accepted by Timber Industries/Markets	33. Improve/Upgrade on research and lab facilities 34. Training/capacity building for staff in specialized areas of research 35. Promote results/products and build awareness
Utilisation of Wood.	Enhance value adding on our timber products. Value adding on waste wood	36. Lack of specialized value-adding machines 37. Under skilled staff (lack of technical know-how)	36. Purchase of value –adding machines 37. Training & capacity building for staff (local & abroad)
Pine Woodlot Logging (Gau, Cicia, Kadavu).	Optimum utilisation of matured Pine Plantation in the Maritime Areas	38. Transportation of forest products to the main land 39. Lack of skilled people	38. Collaboration with relevant stakeholder on the consistency of the vessel schedules 39. Training/Capacity building for community
Lakeba Pine Scheme.	Qualified operators Value-adding of Forestry products	23. Lack of qualified operators 24. Lack of trainers	23. Capacity building/training for operators 24. Outsourcing of trainers
Forest Subsidy.	Promote small cottage industries.	44. Lack of funds to support cottage industries	44. Increase budget submission
Monitoring, Control and Surveillance.	Ensure compliance level of operations.	45. Outdated MCS methods/ techniques 46. Outdated Harvesting Code of Practice – lead to noncompliance	45. Upgrade MCS method 46. Review of the Harvesting Code (FFHCOP)
Reforestation of Degraded Forests (RDF).	Improve Fiji's forest cover.	47. Land issues – consent from owners 48. Lack of seed sources 49. Forest fires 50. Poor maintenance of established plantations/ continued degradation by invasive species	47. Agreement with Landowners 48. Develop seed banks/nurseries 49. Develop Forest Fire Strategy 50. Plantation Management Plan/ Funding to control invasive species
International Tropical Timber Organisation (ITTO) Project.	Coastal Rehabilitation.	51. Coastal erosion/flooding/loss of marine life due to poor project performance	51. Development of Coastal Management Plan, Mangrove, Nurseries for continued ITTO Project success and funding



Capital Projects 2017-2018	Desired Outcomes for Capital Projects	Risks	Mitigation Plan
<p>Upgrading and maintenance of Forest Parks.</p>	<p>Improving Forest Park facilities to provide better services.</p>	<p>52. Lack of qualified staff to carry out activities 53. Lack of funding for improvements to park facilities 54. Lack of expertise in certain areas e.g. landscaping 55. Economical risks 56. Environmental risks 57. Human risks</p>	<p>52. Capacity building for staff 53. Increase budget in next fiscal year 54. Outsource 55. Economical risks a. Strengthen stakeholders partnerships b. Improve Marketing c. Business driven Approach 56. Environmental risks a. Biodiversity Promotions & Awareness b. Strengthen stakeholders partnership c. More Training 57. Human risks a. Change Mind-sets b. Capacity Building c. Business driven concept training</p>
<p>Nadarivatu De-Reservation.</p>	<p>Boundary demarcation of De-reserved areas within our Forest Reserves.</p>	<p>58. Lack of funding</p>	<p>58. Re-prioritization of Project</p>



Appendix C: SP 2017-2030 Strategic Goals, Priorities and Outcomes

The following table provides details on each Strategic Goal and how the various Strategies that have been currently identified supporting the six priority areas of strategic importance to the Ministry service these strategic goals. The table also illustrates the desired Outcomes from these initiatives/strategies and the impact these will contribute towards the desired outcomes at the strategic level. All of these initiatives have been developed in consultation with stakeholders, and will be reflected as operational imperatives in the relevant annual operational plans, budgetary requests and allocations.

Table 8: 2017-2030 Goals, Priorities, Outcomes and KPIs

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcome	KPIs
Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	SG1: Establish sustainable life cycle management of forest resources in Fiji	Develop a Discussion document to articulate components of Sustainable Forest Management that provide cohesiveness and coherence to legislations, policies and plans.	Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	<ul style="list-style-type: none"> Adoption of the 2016 Forest Bill to support the Forest Policy by 2019. Development of the Planted Forests Policy by 2019. Increased stock in forest plantations by 10.0% by 2030 through the adoption of the Planted forests policy.
		Refine/review and develop Policies, Regulations, Certifications and Standards.		
Strategic Priority 2: Sustainable Forests Management Frameworks And Implementation	SG1: Establish sustainable life cycle management of forest resources in Fiji	Conduct forest resource assessment, forest inventory & production of forest maps.	Outcome 2: Strengthen forest resource management frameworks in support of legislative and policy imperatives, and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation.	<ul style="list-style-type: none"> Emissions Reduction Program Document (ERPD) developed and endorsed by 2019. Forest Monitoring Systems developed 2025. Increased forest cover by 5% by 2030. 2 forest reserves identified and gazetted by 2030. Achievement of 17% National target for Protected Areas. Forest Reference level for Fiji determined by 2022. Economic value of ecosystem services provided by our Forests (currently valued at \$544million⁶) increases by 2.0% by 2030. Volume of estimated carbon stored by Fiji's Forests increases by 2.0% from FJ\$56 million tons in 2011⁷ to FJ\$57 million by 2030. Annual Allowable Cut for top 10 commercial native species determined by 2020.
		Develop Emissions Reduction Program Document for Fiji.		
		Develop and Refine National Forest Inventory (NFI) to include functions for both wood and non-wood		
		Develop volume and biomass allometric equation for the major tree species of Fiji.		
		Produce Forestry related Models.		
		Develop Plans for the sustainable management of forest resources by functionality and allometry.		
		Develop or enhance Forest Monitoring Systems		
		Review Overall Governance Framework of forest related boards and committees		

⁶ Fiji National Biodiversity Strategy and Action Plan (2007)

⁷ Fiji National Carbon Stock Assessment V1 (2011)

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcome	KPIs
Strategic Priority 2: Sustainable Forests Management Frameworks And Implementation	SG1: Establish sustainable life cycle management of forest resources in Fiji	Develop Divisional Forest Management Plans	Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions).	<ul style="list-style-type: none"> 4 million to be planted by 2022 (1 million annually). Compliance towards the FFHCOP 2013 is improved –non-compliance cases reported reduced by 5% by 2030. Efficient & transparent licensing standard to all stakeholders Forest cover increases by 5% (including mangroves) by 2030. 500,000 of mangroves to be planted by 2022.
		Establishment and Maintenance of Forest Protected Areas		
		Rehabilitate degraded coastal areas		
		Consolidate and review implementation of conservation and protection measures for Forest Resources		
		Reforest degraded/ vulnerable forest areas		
		Develop database for research data collection and documentation		
Strategic Priority 3: Capacity Building (Ministry & Stakeholders)	SG4: Substantially improve service delivery	Enhance creativity and innovation, including entrepreneurship, at all levels of education and training.	Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry.	<ul style="list-style-type: none"> At least 2 new Training Programs & Modules developed by 2025. New Forest research facilities developed by 2030. Existing research facilities upgraded by 2022.
		Enhance Forest Research Capabilities.		
		Enhance regional and international collaboration on Trainings and Applied Research for Forestry		
		Equip and use state of the art technology of Remote Sensing and Geographical Information System		
	SG2: Improve the socio-economic impact of Forests	Provide technical training and support to the Ministry's stakeholders	Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Agreements & Partnerships	<ul style="list-style-type: none"> At least 5 new MOUs/MOAs developed by 2030. At least 1 non-wood product industry developed by 2022. At least 3 new technical training programs developed & introduced by 2030.
Strategic Priority 4: Stewardship	SG2: Improve the socio-economic impact of Forests	Establishment of Forest Products Marketing Framework.	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	<ul style="list-style-type: none"> Annual export earnings from Forest sector including value adding increases by 50.0% from \$50m in 2016 to \$100m by 2022. Increase in employment by 2.0% in the Forest Sector by 2030. 2% Increase in number of businesses owned by Youths and Women in the Forest Sector by 2030. 2% increase in Forest Sector contribution by 2025



Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcome	KPIs
Strategic Priority 4: Stewardship	SG2: Improve the socio-economic impact of Forests	Community based businesses for product development and suppliers to local market.	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	<ul style="list-style-type: none"> Annual export earnings from Forest sector including value adding increases by 50.0% from \$50m in 2016 to \$100m by 2022. Increase in employment by 2.0% in the Forest Sector by 2030. 2% Increase in number of businesses owned by Youths and Women in the Forest Sector by 2030. 2% increase in Forest Sector contribution by 2025
		Provide technical support for the Utilisation of wood residues from forest harvesting areas and timber processing facilities.		
		Increase participation of youth and women through technical training in value adding for forest-related businesses.		
		Develop the standard of forest products to comply with international standards.		
	SG3: Contribute positively to the Global Environment	Adopt national SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations	Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	<ul style="list-style-type: none"> Achievement of at least 2 of Fiji's commitments to international obligations by 2030. Carbon trading policy and financing mechanism developed and adopted by 2022. REDD+ strategy developed by 2020.
		Develop a coherent and inclusive Carbon Trading Policy and mechanisms		
		Develop Outreach Programs on Climate Change and REDD+	Outcome 8: Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues etc.)	<ul style="list-style-type: none"> Outreach Programs developed and adopted by 2020. 1000 ha urban forests established by 2027. Gender Balance Guideline for the MoF developed by 2020 (aligned to the National Gender Policy).
		Develop Fiji as a hub for Outreach		
Collaborate with Municipal councils on the development Urban forests				
Enhance women participation in forest related activities with the development of a Guideline.				
Strategic Priority 5: Forest Financing	SG1: Establish sustainable life cycle management of forest resources in Fiji	Develop financing mechanisms related to conservation and protection measures	Outcome 9: Development & enhancement of Forest financing mechanisms related to conservation and protection measures.	<ul style="list-style-type: none"> Forest Trust Fund established by 2021. Benefit sharing mechanism developed and adopted by 2022.



Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcome	KPIs
Strategic Priority 6: Organisation Effectiveness	SG4: Substantially improve service delivery	Evaluate, Review and Improve Revenue & Asset Management for the Ministry.	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems	<ul style="list-style-type: none"> Financial management system evaluated, reviewed & improved annually. Finance Manual developed annually. Asset management reviewed and improved annually.
		Review HR Policies/ Guidelines/Manuals	Outcome 11: Build capacity and efficiency in Human Resource Department	<ul style="list-style-type: none"> All policies/guideline/ manuals developed by 2020. Vacant posts processed within 6 months of advertisement or within the required timeframe. Revised organization structure to address current & future needs.
		Compliance with OMRS & Recruitment Selection Policy		
		Review Ministerial Organisational structure, Job Descriptions and Qualifications in context of current and future needs		
		Utilise Information Management to more effectively support decisions and planning.	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	<ul style="list-style-type: none"> All cabinet decisions implemented within the required timeframe. All speeches and parliament responses endorsed by Minister.
		Develop a planning cycle for the Ministry Coordinated M & E Activities for Operational and Strategic Objectives.	Outcome 13: Enhance Planning and Assessment capabilities	<ul style="list-style-type: none"> Feedback Grievance Redress Mechanism (FGRM) System established by 2020. Approved audited Annual Reports developed each year. Ministry's M&E Framework developed by 2019.
		Transparent reporting that adheres to Financial Guidelines/Instructions/ Manuals.		
		Establish Feedback and Grievances Redress Mechanism (FGRM).		
		Develop a Communications plan or strategy with stakeholders and Support Operation of Communication Systems	Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders	<ul style="list-style-type: none"> Communication plan/strategy developed by 2020. All Communication systems within the Ministry developed & upgraded by 2020.
Facilitate collaborations with other Ministries, Partners and Stakeholders to collectively achieve Ministerial goals	Outcome 15: Cooperation of citizens in achieving national/international goals and creating socially responsible & better informed citizens	<ul style="list-style-type: none"> Forestry Stakeholder conference conducted annually. Outreach/ Media Strategy developed by 2019. Newsletters published & disseminated on a quarterly basis each year. 		
Develop and extend Outreach by the Ministry to remote stakeholders and partners.				



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

Table 9: Forestry NDP Goal, Policies, Strategies & KPIs

Goal: Sustainable management and development of forestry resources	
Policies	Strategies
Strengthen sustainable forest management.	<ul style="list-style-type: none"> Strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation. Long-term leasing mechanism(s) to support forest conservation, forest concession and plantation leases.
Encourage private sector participation in plantation development.	<ul style="list-style-type: none"> Develop a Plantation Policy that will ensure better management, development and production from plantations. Formulation of a National Land Use Plan. Provide the enabling environment for private sector investment in plantation development. Continue Fiji Hardwood Corporation Limited's (FHCL) re-planting programme.
Encourage the growth of timber product development.	<ul style="list-style-type: none"> Develop a Plantation Policy that will ensure better management, development and production from plantations. Formulation of a National Land Use Plan. Provide the enabling environment for private sector investment in plantation development. Continue Fiji Hardwood Corporation Limited's (FHCL) re-planting programme.

Key Performance Indicators

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



Appendix E: MoF Contact Information

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



Comments and enquiries should be directed to:

**Mr Pene Baleinabuli
Permanent Secretary for Forestry
Ministry of Forestry
Level 3 Takayawa Building
Suva, Fiji**

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