



Ministry of Agriculture

— 5 YEAR —

STRATEGIC DEVELOPMENT PLAN 2019 - 2023

“A Competitive, Sustainable, Resilient Agriculture Sector”



ABBREVIATIONS AND ACRONYMS

AMA	Agricultural Marketing Authority	IFAD	International Fund for Agricultural Development
ACIAR	Australian Centre for International Agricultural Research	KRS	Koronivia Research Station
BG	Backyard Gardening	MOU	Memorandum of Understanding
BQA	Bilateral Quarantine Agreement	MoA	Ministry of Agriculture
BAF	Biosecurity Authority of Fiji	M&E	Monitoring and Evaluation
BTEC	Brucellosis and Tuberculosis Eradication Campaign	NAC	National Agriculture Census
CBUL	Committee on Better Utilisation of Land	NAP	National Adaptation Plan
CC	Climate Change	NDP	National Development Plan
COP	Costed Operational Plan	NFNC	National Food and Nutrition Centre
CSA	Climate Smart Agriculture	NNS	National Nutrition Survey
CRA	Climate Resilient Agriculture	MFATNZ	Ministry of Foreign Affairs and Trade (New Zealand)
CMFL	Copra Millers Fiji Limited	NCD	Non-Communicable Diseases
CVA	Climate Vulnerability Assessment	NGO	Non-Government Organization
DFAT	Department of Foreign Affairs and Trade (Australia)	OHS	Occupational Health and Safety
DRM	Disaster Risk Management	PHAMA	Pacific Horticultural and Agricultural Market Access Plus Program
EEO	Equal Employment Opportunities	PPP	Public Private Partnership
EU	European Union	PSIP	Public Sector Investment Programme
FCDCL	Fiji Cooperative Dairy Company Limited	R&D	Research and Development
FDL	Fiji Dairy Limited	SA	Situational Analysis
FDIDI	Fiji Dairy Industry Development Initiative	SOP	Standard Operating Procedure
FDB	Fiji Development Bank	SP	Strategic Priority
FNU	Fiji National University	SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
FNS	Food and Nutrition Security	SDP	Strategic Development Plan
FAO	Food and Agriculture Organization	SDG	Sustainable Development Goal
FIRST	Food and Nutrition Security Impact, Resilience, Sustainability and Transformation	SPC	Pacific Community
FRDP	Framework for Resilient Development in the Pacific	TLB	Taro Leaf Blight
GAP	Good Agricultural Practice	TVET	Technical and Vocational Education and Training
GDP	Gross Domestic Product	ToC	Theory of Change
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	TC	Tropical Cyclone
HIES	Household Income and Expenditure Survey	UNDP	United Nations Development Programme
ICT	Information and Communication Technology	UNFCCC	United Nations Framework Convention on Climate Change
IFC	International Finance Corporation	WHO	World Health Organization
		YFBIS	Young Farmers Business Incubation Scheme

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FOREWORD FROM MINISTER



Minister for Agriculture, Rural and Maritime Development, Waterways and Environment, Hon. Dr. Mahendra Reddy

I am delighted to present the Ministry of Agriculture's (MoA) five (5) year Strategic Development Plan (SDP) 2019-2023 that aims to deliver on the collective aspirations of our people through a demand-driven and resilient agriculture sector which provides economic opportunities, environmental sustainability and food and nutrition security for all Fijians. This will be achieved through five key strategic priorities: **food nutrition, sustainable livelihoods, climate resilience, commercial agriculture and strengthened service delivery.**

The development of this SDP could not have come at a better time, with Fiji emerging as a respected advocate on the global stage on some of the greatest challenges facing humanity, including climate change and sustainable development. These challenges are at the heart of Government's bold five (5) and twenty (20)-year National Development Plan (NDP) that aims to transform Fiji towards an even more progressive, vibrant and inclusive society. The NDP states several clear growth targets; they include a fourfold increase per capita income by 2036, investment levels of 25% of Gross Domestic Product (GDP) and a reduction of unemployment rate to below 5%.

The greatest threat to food and human security we face as a small island developing nation is that of climate-change risk. In 2016, Tropical Cyclone (TC) Winston caused damages amounting to 30 percent of Fiji's GDP - more than three times the annual GDP output for agriculture. In the last eight years, Fiji suffered from at least three other cyclones and several flooding disasters, all of which caused significant damage to the agriculture sector.

We now need to take a concerted step in the way we address food and nutrition security, achieve food sufficiency and provide for sustainable agricultural livelihoods. I am very pleased to note that this is one of the key thrusts of this SDP – and there is a

strong climate change agenda advocated by Fiji at the regional and global stage, that we can leverage. We must strengthen partnerships and be vigilant on those technical and financing mechanisms that can help us with the necessary infrastructure and technology to build stronger, resilient food systems. At the same time, we have a responsibility to ensure that our people see agriculture as a viable business that can provide a sustainable source of income for their families and communities.

I commend Government's continued strong commitment towards the agriculture sector over the years, which has extended beyond our budget funding. The NDP sets out many 'go-forward' initiatives such as **increased roading networks, improved ports and inter-island infrastructure and digital technology that will help boost agricultural development.**

I also commend Government's foresight in helping to establish our very own agricultural veterinary science program and veterinary teaching hospital at Fiji National University (FNU). This is a significant long-term commitment to building a strong and resilient livestock sector. Fiji is already a regional hub for trade and services. Similarly, we will also help to build Fiji as a strong regional hub for agriculture - supplying goods, inputs as well as services.

The SDP, as a forward-looking and rolling plan, will allow the review and inclusion of new ideas over time. So, while it lays out 5 key strategic priorities over the next 5 years, it is designed to be robust and responsive to needs through a clear monitoring and evaluation framework.

Importantly, the SDP framework is firmly linked to the NDP growth targets which will help us track how well we are contributing to the collective national vision. As part of this process, a mid-term review of the SDP will also be undertaken.

I sincerely thank again our farmers, stakeholders in the private sector and civil society, development partners and staff of the Ministry for their hard work and support in taking this important sector forward.

Minister for Agriculture, Rural and Maritime Development, Waterways and Environment
Hon. Dr. Mahendra Reddy

STATEMENT FROM THE PERMANENT SECRETARY



Permanent Secretary for Agriculture
Mr. David S. Kolitagane

I am very pleased to present to our stakeholders, partners and staff, the MoA five-year Strategic Development Plan (SDP) 2019-2023. Sound planning is critical to achieving clear results, improving resource allocation and contributing meaningfully to the lives of our people.

The Ministry has, in recent years increased its focus on forward planning, strengthening data collation and placing greater emphasis on evidence-based approaches to better inform its work. This includes developing and reviewing commodity plans, strengthening our research programs and elevating strategic approaches for food security and commercial agriculture. This SDP adds to this body of work that collectively aims to build a strong and resilient agriculture sector.

Our upcoming **2020 National Agricultural Census (NAC)**, which takes place every 10 years, promises to be a more comprehensive Census covering Agriculture, Aquaculture, Fisheries, Forestry and Sugar. It will be *innovative* in the way it uses e-technology in approach and information dissemination. The NAC enables us to take a fresh look and refine our approaches given the Census provides an updated and an in-depth look at the structure of our agricultural and natural resources productive sector.

The SDP has three important functions;

First, MoA has a central mandate in ensuring food and nutrition security and strengthening agricultural growth in line with the broader development goals set out in the Government's 5 and 20-year National Development Plan (NDP). Within this context, our SDP provides a clear, coherent set of strategic priorities that supports these NDP goals over the next 5 years.

Second, the SDP will help guide our annual Costed Operational Plan (COP) process. The COP is an important link to national fiscal planning and National Budget processes. So, while the SDP is an overarching strategic document, the COP - which is prepared on an annual basis, provides more detailed initiatives with specific performance indicators.

Lastly, the SDP provides space for dialogue and greater collaboration with all our stakeholders. This includes Government Ministries, Agencies, farmer networks, the business sector, donors and development partners. My hope is that the SDP triggers inclusive dialogue, discussion and strengthens existing and new partnerships to take our outcomes and actions forward. ***This is critical as development is an inclusive effort*** – and we need our collective skills, resources and talent to deliver meaningful results for our people. This also calls for new, dedicated capacity on the part of MoA to better engage and direct external technical and financing partners and mechanisms to our key needs and opportunities for collaboration.

At the heart of the SDP, is the need for a capable workforce supported by modern systems and processes to take forward the SDP's interventions. Indeed, a World Bank Review in 2017 recommended the need for an urgent review of MoA's organisational structure. I am pleased to say that a new, restructured organisation is a key priority of this SDP. An organisation-wide restructure process can be an intensive and demanding process and I am thankful to New Zealand's Ministry of Foreign Affairs and Trade (MFATNZ) for assisting us in taking this review process forward.

I wish to acknowledge the tremendous effort of all my staff in putting this plan together. I also sincerely thank **FAO-FIRST**, **MFATNZ** and other stakeholders for their hard work and support into this work. I trust that this document will be useful to you and encourages stronger collaboration between the Ministry and all its stakeholders.

Permanent Secretary for Agriculture
Mr. David S. Kolitagane



AGRICULTURE FOR NATIONAL DEVELOPMENT AND GROWTH

“Agriculture will remain an important and significant player in our national development and in Government’s efforts to strengthen our economic growth. This will also help ensure that the national wealth is fairly distributed and employment opportunities made available to a wide cross section of our communities.”

Keynote Address by His Excellency the President Major-General (Ret'd) Jioji Konusi Konrote at the Western Agriculture Show, Nadi, Fiji

1.0 INTRODUCTION AND BACKGROUND

The Ministry of Agriculture 5-year Strategic Development Plan (SDP) 2019-2023 aims to build a **“sustainable, competitive and resilient agriculture sector”** and contribute to building a vibrant and progressive nation.

The SDP is linked to Government’s 5-year and 20-year National Development Plan (NDP) which maps a clear long-term vision for Fiji through a stronger, integrated approach.

The SDP contributes to two national targets:

(1) **“Every Fijian has access to adequate food of acceptable quality and nutritional value”** and;
 (2) a **“competitive, sustainable and value-adding non-sugar agriculture”** promoting food self-sufficiency and the production of those agricultural products where Fiji has a competitive advantage. This will be achieved through five key strategic priorities: **food nutrition, sustainable livelihoods, climate resilience, commercial agriculture and strengthened service provision.**

The SDP sets out to achieve the national vision in the NDP key targets. These include: sustainable annual growth rates of at least 5% contributing to a fourfold increase of per-capita income by 2036. Furthermore, the SDP will contribute to targeted investment levels of 25% of GDP and a reduction of unemployment rate to below 5%.

Fiji is already being adversely affected by the increased intensity and frequency of natural disasters, loss of productive farmland from salt-water intrusion, relocation of communities near coastal regions and ongoing substantial financial costs for mitigation and rehabilitation efforts.

The SDP aims to put forward interventions through the following:

- i **A holistic approach for managing food security and resilient food systems.** This will be supported through an integrated framework of policies, programs, incentives and infrastructure investments. MoA will also strengthen its internal capacity to take this work forward; and
- ii **Strengthening transition of smallholder farmers to commercial level.** The SDP include strategies for farmers to view agriculture as a business. There are commodity plans for each product which identify market supply and demand. Enabling policy and regulatory environment which will encourage youth and women participation in agriculture, increase production of Bilateral Quarantine Agreement (BQA) commodities, organic agriculture, livestock sector development, improved farm mechanisation and enhanced Public Private Partnership (PPP).



Papaya demonstration plot at the Sigatoka Research Station



Virgin Coconut Oil on display

There are 3 important functions of the SDP.

- i. To provide a clear strategic direction for agriculture in line with the collective national NDP vision utilising allocated resources in a timely and efficient manner;
- ii To guide annual national fiscal planning and National Budget cycles through MoA's Annual Costed Operational Plan (COP).

- iii To promote dialogue and collaboration across Government, with farmer groups, private sectors and bilateral partners.

The implementation of the SDP will be monitored through a result framework that is linked to NDPs key performance indicators. A mid-term review of the SDP to allow for updates and adjustments to the Plan's overall approaches and plans will also be undertaken.



E-Agriculture;

Permanent Secretary Mr. David Kolitagane (middle) receiving tablets from FAO Team Leader (Pro-Resilient Fiji Project) and the Head of Cooperation of the EU Delegation, Suva Mr. Christoph Wagner. The tablets are installed with KoBo Toolbox, a free data collection software used to undertake vulnerability and disaster assessments and to enable rehabilitation and targeted response measures for Fiji farmers.

VISION STATEMENT

A sustainable, competitive and resilient agriculture sector

MISSION STATEMENT

To create an enabling environment that accelerates sustainability, economic opportunities, climatic viability, food and nutrition security for all Fijians.

VALUES

Values are the positive behaviour attributes that the Ministry will actively nurture, encourage and support in all its dealings with stakeholders, including: clients, staff, businesses and other people. Values guide the development of internal and external relationships.

EXCELLENCE

We are passionate, dedicated and committed to deliver the best agricultural services for all Fijians.

INTEGRITY

We are committed to the highest ethical standards - honesty, transparency and trustworthy.

ACCOUNTABILITY

We are responsible for our actions and decisions, committed to delivering the best for all Fijians.

INNOVATION

We nurture creative and new ideas and constantly adapt to the ever-changing needs of our environment.

PARTNERSHIP

We demonstrate full commitment to relationships with our business partners. We are fair in our approach and ensure that we maintain long term business relationships.

COMMITMENT

We are committed to deliver and reflect on all our values in our daily work.

2.0 SITUATIONAL ANALYSIS

The Agriculture Sector remains the backbone of Fiji's economy since independence. Hence, its impact cuts across all sectors and individuals in our developing nation. The continuous increase of our total population and other factors such as climate change and rural urban migration puts more pressure on farmers and key stakeholders to perform in a sustainable manner than ever before.

The overall mandate of the Ministry of Agriculture is to provide food and nutrition security, income and employment through a modernized and resilient agriculture sector. The Government acknowledges the critical role of the Ministry through the sector's contribution to the National economy.

The Crop and Livestock GDP increased at an average growth rate of 2% per annum for the past 11 years (2007-2017). From 2013 to 2017, non-sugar agriculture GDP increased by 13.2% (\$452.9m - \$512.6m). These are commendable results, given the catastrophic effects on production by TC Winston in 2016. Fiji's reliance on agriculture imports responds to the demand of Fiji's tourism sector, the manufacturing sector through value addition and local consumption. Strong opportunities for import substitution may be realized through better linkages with the tourism sector. Fiji's total agriculture import increased from \$687m in 2017 to \$782m in 2018.

Crop imports make up an average of 90% of the total volume of agriculture imports for the past five years. Fresh and Chilled import volume continue to make up the largest share of crop imports, with an average of 69% (2014-2018). The main crop imports are wheat, vegetables, rice, potatoes and fruits. Livestock imports make up an average of 10% of the total volume of agriculture imports over the past five years (2014-2018). The majority of fresh and chilled livestock imports are lamb, beef and chicken which are mostly imported from New Zealand and Australia. While there is a continued trade imbalance for agriculture, Fiji is making steady progress in addressing its food import bill.

The volume of agriculture exports has increased at an average rate of 2% per annum over the past five years (2014-2018). Consequently, the value of agriculture exports increased by 5% for the same period. The non-sugar agriculture sector total value of agriculture export increase from \$208m in 2017 to \$219m in 2018. Total non-sugar production from 2014-2018 continue to increase at an annual growth rate of 1.5%. Total crop production in 2018 grossed a total of 253,000 metric tonnes whilst livestock production recorded 62,000 metric tonnes. Crop production over the last five years

“The growing ferocity of storms, the rising seas, and changing weather patterns are a global phenomenon, and no people, no economy and no nation will be spared the consequences”

**Hon. Prime Minister Josia Voreqe Bainimarama:
Opening of the 52nd Annual Meeting of the
ADB Board of Governors, Nadi, Fiji 2019**



grew at an average growth rate 0.4% while livestock at 9%. The World Risk Report 2018 ranked Fiji at 16th out of 171 countries considered “most at risk” from natural disasters which include *damage to food systems, land degradation and soil erosion*. Inevitably, global warming and extreme weather events contributes to greater incidence of high temperatures, rainfall and changes to the pest and disease spectrum. The SDP will develop a more holistic approach that consists of policy and regulatory measures, adaptation programs for crops and livestock, seed programs and building our internal technical capacities.

There are still persistent structural challenges for agriculture; *financing, lack of participation by youths and women, land tenure and the slow transition to commercial farming*. While Fiji has a young population, the 2017 Housing and Population Census recorded that half of Fiji's population is below 27.5 years old. Yet a Farming Household Survey in 2016, by MoA highlighted that only 22% of total farmers were below the age of 30. The Ministry is already undertaking various programmes tailored towards engaging and

educating young men and women in agriculture through the *new Young Farmers Business Incubation Scheme* (YFBIS).

The 2017 Population and Housing Census also confirmed Fiji's largely subsistence economy where 63% of agriculture households were engaged in farming for consumption.

To strengthen efficiency in services, MoA will roll out a **National Farmer ID Registration System** with the objective to improve farmer's profile and farm database to better target and track services provided. Financial inclusion will also be supported to help link more agricultural households to the formal economy. According to data by the *UN Pacific Financial Inclusion Program*, around 64% of Fiji's population already have some form of access to basic financial services. For instance, insurance can be an important safety net for agricultural households. In recent years, Fiji has launched various micro-insurance products that have been accessed by a small number of farmer groups. The SDP will continue to build on this momentum.

There is a need to address *land access and tenure* to enable long-term investment decisions by farmers, investors and landowners. The Ministry will work closely with Government and stakeholders including landholding communities to determine collective options that enable investment for agriculture.

Fiji's growing diaspora, its increasing upwardly mobile workforce and the increasing global demand for healthy, fresh food produce provide a ready market

for Fiji's traditional commodity exports. In the next 5 years, commodity plans that present a clear competitive advantage will be developed and reviewed. These plans will set targets and map clear interventions to be implemented over the planned period.

Fiji's expanding tourism market continue to present significant opportunities for our local farmers. The IFC report revealed that Fiji could potentially reduce its annual food import bill by \$24.1m if it increased local food supply to the tourism market. The SDP will help consolidate a coherent framework for agritourism linking with the Ministry of Industry, Trade and Tourism's (MITT) *Fiji Tourism 2021 Strategy* aimed at scaling effective initiatives and addressing key gaps. The SDP will focus on understanding and scoping markets to better position demand-driven production and extension services.

Product certification, food safety standards and traceability are critical. While diversifying the agriculture sector is important, so is scaling up of successful commodities with proven secure markets and product safety standards.

The Government is taking a number of bold initiatives to support a resilient livestock industry. A *new veterinary science program* has been established at FNU. These initiatives will help provide a strong veterinary services platform in Fiji and the region.

A more detailed discussion of the Situation Analysis is contained in the MoA website: www.agriculture.gov.fj.



Agro-products from Gatty's farm on display at a recent Food Show

3.0 RISK ANALYSIS

Climate presents a significant risk for agriculture.

Other risks include:

External economic and environmental factors:

- Plant diseases and pest (e.g. coconut rhinoceros beetle),
- Bovine Brucellosis and Bovine Tuberculosis threatens beef and dairy production,
- Impacts of climate change, soil degradation, salinisation and desertification, further shift of agriculture cultivation to marginal slope land,
- Increasingly competitive markets for fresh and chilled agriculture exports.

National economic factors:

- Inconsistent and seasonal supply of produce due to poor infrastructure, post-harvest knowledge, storage and processing facilities, affecting exports and national market demands (including tourism),
- Increase in the value and volume of agriculture imports resulting in larger agriculture trade imbalance.

National social trends:

- Scarcity of local production at affordable price increases consumption of unhealthy cheap food

imports.

- Further shift in consumption patterns due to urbanization and cost inflation (low income households most affected).
- Land rights can hamper access to credit.
- Poor infrastructure in remote rural areas hampers access to farms and markets (disadvantaged locations of rural outer islands and highlands).
- Low uptake of new technologies, breeds and varieties by farmers.
- Aging farmer population and low youth involvement (especially women) in agriculture.
- High poverty rates in rural areas and low income among farmers.
- Level of involvement and commitment of main agricultural partners (including private sector), may be difficult to maintain.

Implementation:

- Lack of expertise at the appropriate time in research, science, genetics and other areas.
- Lack of financial resources to ensure there is sufficient staffing, infrastructure and technical resources.
- Lack of commitment or adoption rate by farmers on programs, learning and technology.

4.0 MINISTRY OF AGRICULTURE - ROLE AND ACHIEVEMENTS



Raising seedlings at Nacocolevu Research Station, Sigatoka

The overall mandate for MoA is to provide food and nutrition security, income and employment to support broad-based economic sector growth. The Government acknowledges the critical role of the Ministry by

providing increased resources to fund the work of MoA over the past few years.

MoA will continue to build on the strong momentum undertaken so far to strengthen agriculture production over the last five (5) years. These include (but not limited to):

- Development of Product Standards and Agronomic Information:** MoA has increased its efforts on lifting product and agronomic standards for key crops. For example, in 2017 MoA with the assistance of DFATs Pacific Horticultural and Market Access Program and SPC produced the Fiji Kava Product Safety Code and Quality Manuals which are critical to product standards, safety standards and providing traceability.
- Access to Planting Material and Seeds:** MoA in collaboration with many partners has strengthened supply of planting materials and seeds, researched and released climate resilient crops and enhanced tissue-culture capacities to meet the growing demand by farmers.
- Increasing Private Sector Engagement:** MoA has invested in building relationships and engagement with the private sector through strengthened

industry-approaches and dialogue.

iv. Developing Tourism Demand for Local Produce:

MoA continues to invest efforts in increasing production of fruits and vegetables and organising farmer groups to supply produce to hotels. There are also programs supporting young chef to develop local food menus in hotels and restaurants.

v. Organized Farmer Networks and Clusters:

MoA will continue to support commodity growth through organised commodity groups or clusters which are important in pooling resources, exchanging good practices and addressing market supply issues.

The SDP will also support several new initiatives which include:

i. Young Farmers Business Incubation Scheme -

The Ministry aims to engage at least 100 youths aged 20-30 years for intensive hands on training over a three-year incubation period. The focus will be on young farmers with land available for agricultural purposes targeting quality produce for local and export market.

ii Optimising the use of Juncao Grass to Enhance Livestock Production -

In partnership with the Chinese Government's Juncao Technology Program, medium-large livestock farms will be chosen to plant 0.5 acres of Juncao grass, where farmers will use as livestock feed. For a single hectare of Juncao grass planted, a total of 450 tons of green feed can be produced as silage for livestock feed during drier periods of the year especially in the Northern and Western divisions. The project implementation will be distributed to selected dairy, beef and small ruminant farms.

iii Upscale Pulse Seed Production -

Partnerships with selected farmers who can allocate at least an acre of land to plant a specific pulse variety at commercial

scale. These dried edible seeds will be produced by the Ministry in accordance with existing Standard Operating Procedures (SOP). MoA will provide pulse seeds such as bean, urd, mung and pigeon pea to selected farmers. The Ministry will also assist in land preparation, supervise planting and linking buyers to farmers.

iv Establishment of Fruit Tree Orchards -

The program aims to establish 40 orchards annually for the next three years, in demarcated areas for mangos, avocados, guavas, dragon fruit, breadfruit, citrus, passion-fruit and Tahitian chestnuts. In following appropriate soil and agronomic tests, the Ministry will clear up selected farms, prepare field and assist in planting. This initiative aims to increase establishment of fruit orchards, reducing import bill of fruits, improve farmer's livelihoods and the health of Fiji's general population.

v Backyard Gardening -

In promoting backyard gardening in urban and peri-urban areas for food security and nutritional improvement, the Ministry will pilot the distribution of backyard gardening packages. Interested recipients will have to complete Gardener Profile Forms for monitoring and evaluation of their gardens.



A young farmer (left) with MoA field staff at his dalo farm in Muainaweni



Meyer Lemon seedlings on sale at Naduruloulou Research Station

5.0 METHODOLOGY AND ALIGNMENT OF THE STRATEGIC DEVELOPMENT PLAN

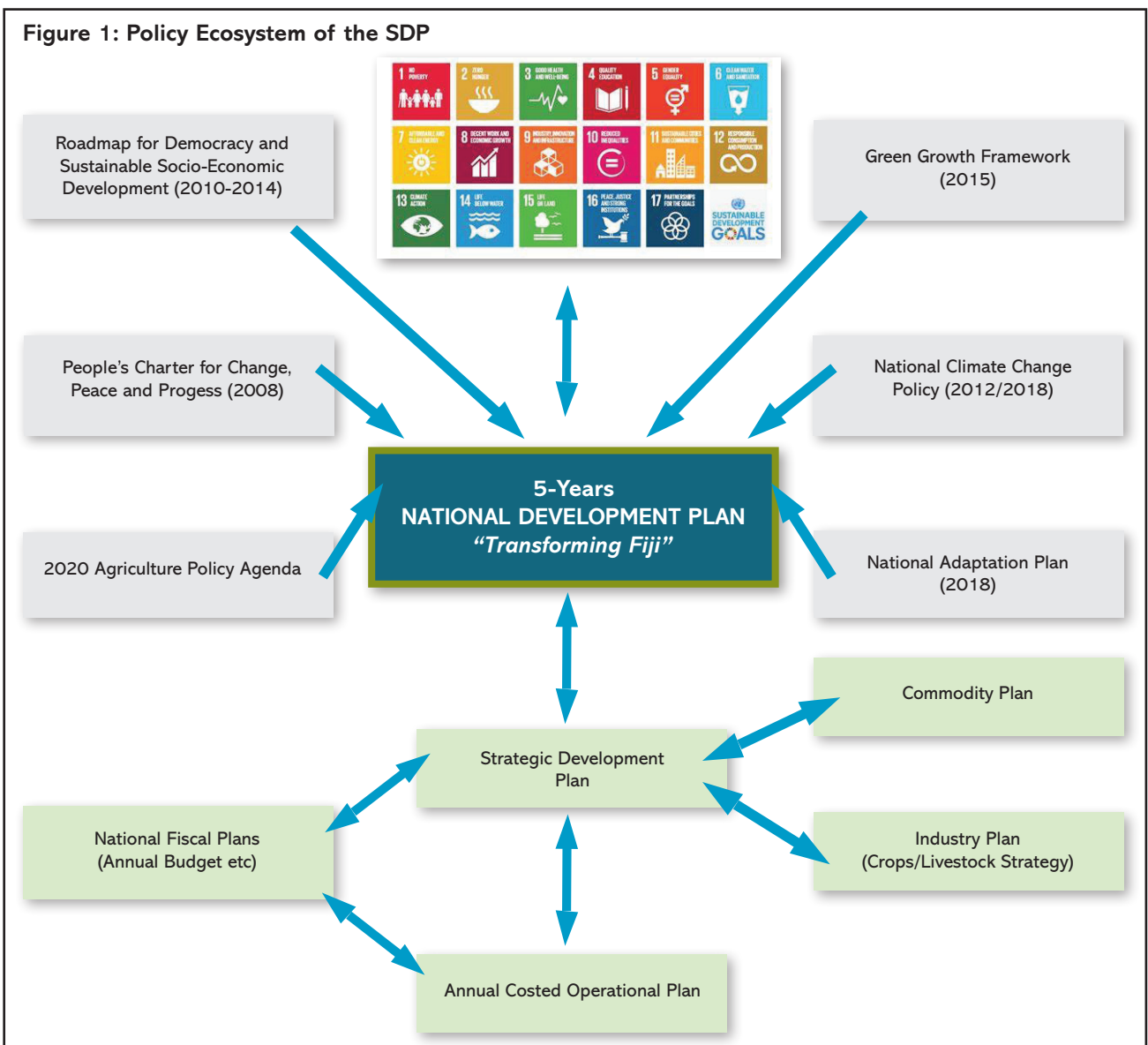
The development of SDP was informed through 3 key processes.

i) The SDP draws direct linkages to the sectoral and national goals set by the Government’s 5-year and 20-year National Development Plan (NDP). It portrays a bold vision of “*Transforming Fiji*” mapping out the way forward for Fiji and all Fijians to realise its full potential as a nation. It provides a detailed action agenda with specific targets and policies.

ii) A consultative process was undertaken by MoA with various stakeholders and technical partners. These consultations focussed on contextual discussions;

Strengths, Weaknesses, Opportunities and Threats (SWOT) assessments and Theory of Change (ToC) to help inform this Plan. (See Annexes for details).

iii) The plan draws on a vast body of literature that already exists. This includes the Fiji 2020 Agriculture Sector Policy Agenda, Fiji Livestock Sector Strategy (2016) and Crop Strategy (2017), various commodity plans, 2009 Agriculture Census and other commodity surveys and reports. National cross-cutting documents such as the *National Adaptation Plan*, *National Climate Change Policy* and *Green Growth Framework* were also referred to. (See Fig. 1)



6.0 KEY STRATEGIC PRIORITIES

The SDP sets out five (5) key Strategic Priorities.



The direct linkages to the NDP and SDG are shown below:

14

Table 1: MoA Strategic Priorities

Strategic Priorities	Source of Priority NDP	SDG linkage
1. Improve food and nutrition security for all Fijians.	NDP: 3.1.4 Food and Nutrition Security NDP: 3.1.6 Health and Medical Services NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Well-being Goal 4: Quality Education Goal 12: Responsible Consumption and Production
2. Increase farmer household income for sustainable livelihoods.	NDP: 3.1.4 Food and Nutrition Security NDP: 3.1.7 Social Inclusion and Empowerment NDP: 3.1.9 Women in Development NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth
3. Increase adoption of sustainable resource management and climate smart agriculture.	NDP: 3.1.4 Food and Nutrition Security NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 9: Industry, Innovation and infrastructure Goal 13: Climate Action Goal 15: Life on Land
4. Establish and improve commercial agriculture	NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture NDP: 3.1.4 Food and Nutrition Security	Goal 1: No Poverty Goal 8: Decent Work and Economic Growth Goal 12: Responsible Consumption and Production
5. Improve quality public sector performance and service delivery.	NDP: 3.1.4 Food and Nutrition Security NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture	Goal 9: Industry, Innovation and Infrastructure Goal 16: Peace and Justice Strong Institutions



Backyard Gardening for Nutritional Improvement:

Backyard gardening in urban and peri-urban areas for food security and nutritional improvement. MoA will assist with backyard gardening packages, up to 25 potting bags, 5 bags of garden soils, seeds and seedlings for crops and fruit trees. A pilot program will focus on Tavua and Ba. MoA will support the initiative during the next five years.



STRATEGIC PRIORITY 1

Food and Nutrition Security

STRATEGIC PRIORITY 1: IMPROVE FOOD AND NUTRITION SECURITY FOR ALL FIJIANS

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

(National Development Plan Transforming Fiji 2017-2036)

Access to adequate food of acceptable quality and nutritional value is a national interest and MoA has a central role in this regard. While Fiji's largely subsistence economy provides many households with access to locally grown food, there is still a high incidence of Non-Communicable Diseases (NCDs). Ministry of Health reports, reveal that about 30% of Fijian population suffer from diabetes and hypertension while 63% of children under 5 years old have iron-deficiency.

Food and Nutrition Security is a multi-dimensional and multi-sector issue; its achievement requires simultaneous, holistic and concerted action on a wide front, encompassing all sectors. Importantly, interventions in these areas need to adjust with Fiji's changing demographic patterns. The proportion of Fiji's population living in urban areas continue to increase since 1996 (56% in 2017, 50.7% in 2007 and 46.4% in 1996). Hence, contribute to a higher demand for imported or cheap processed foods, which are often of poor nutritional value.

Fiji's food and nutrition security is also threatened by frequent cyclones, drought and floods. *The World Bank's Climate Vulnerability Assessment (CVA) 2017* revealed that the financial cost from these disasters average FJD500 million annually or nearly 5% of national GDP. The CVA also revealed that an increase in food prices by just 1 percent, seriously impact household access to a sufficient and nutritious diet which could have long-lasting impacts on physical and cognitive development,



Sushil with his 3 children at his vegetable farm in Tavarau, Ba

particularly for children.

Over the next five years our policy interventions include the implementation of the *Food and Nutrition Security Framework* promoting a concerted and multi-sector approach guided by a clear result agenda.

Other policies and regulations that prompt farmers, youths, food processors and other producers to grow more food and value addition will be supported.

The Ministry will promote backyard gardening in rural and urban areas. MoA will work with the Ministry of Education and Health to strengthen school gardening. These initiatives will relay a message about the importance of producing and accessing nutritious food through collective effort.

Technical interventions include Research and Development (R&D) programs promoting climate resilience of staple food crops, improved genetic diversity of livestock animals, improving farmers' access, availability of quality seeds and strengthened capacity in managing pests and diseases.

The Ministry will work in partnership with relevant agencies and industry to ensure that local fresh produce is supplied and conveniently accessible at fresh food markets, supermarkets and roadside stalls. MoA will also scale pulse seed production, promote fruit-tree orchards and expand small and large ruminant programs to communities in the Northern and Western Divisions.

Strategic KPIs include:

- i Improved production and access to local, safe and nutritious food for communities;
- ii Increased adoption of local food gardens by school and demand for diverse, nutritious and safe food;
- iii Increased production of resilient, safe and nutritious food in rural and urban communities; and
- iv Strong multi-sector approach supported by Food and Nutrition Security Policy.

Table 2: Strategic Priority 1

SP1: Improve Food and Nutrition Security for all Fijians	
NDP Strategic Priority and Goal.	3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.
	3.1.6 Health and Medical Services: Access to quality health facilities necessary for good health, and to health care services, including reproductive health care.
	3.2.10 Expanding the Rural Economy: Promoting equal opportunities, access to basic services and building resilient communities.
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value adding agriculture.

Strategic Theme: Nutritious food production, safety and access			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
1.1 Improved production and access to local, safe and nutritious food for communities;	1.1.1 Increase local production of target nutrient-rich foods (tubers, fruits and vegetables) in targeted communities.	Division Quarterly Progress Report. MoA Annual Report.	750 new rural communities provided with planting materials and technical support to improve production of local, safe and nutritious food.
	1.1.2 Minimum dietary diversity achieved (consumption of foods from at least 3 food groups) in targeted communities.	Division Quarterly Progress Report. MoA Annual Report.	

Strategic Theme: School focused interventions			
1.2 Increased adoption of local food gardens by school and demand for diverse, nutritious and safe food;	1.2.1 Increase local production of target nutrient-rich foods (tubers, fruits and vegetables) for self-consumption in primary and secondary boarding schools.	Division Quarterly Progress Report. MoA Annual Report.	50 primary and secondary schools adopt local nutrient rich food gardens and consume at least 3 food groups daily.
	1.2.2 Minimum dietary diversity achieved. (consumption of foods from at least 3 food groups daily).	Division Quarterly Progress Report. MoA Annual Report.	
	1.2.3 Increase volume of local milk production.	Division Quarterly Progress Report. MoA Annual Report.	20% increase in milk production by 7 boarding schools.

Strategic Theme: Rural and Urban home-gardens.

1.3 Increased production of resilient, safe and nutritious food in rural and urban communities;	1.3.1 Increase local production of target nutrient-rich foods (tubers, fruits and vegetables) annually through home-gardening.	Division Quarterly Progress Report. MoA Annual Report.	10,000 packages distributed to households leading to production and consumption of nutrient rich foods.
	1.3.2 Minimum dietary diversity achieved (consumption of foods from at least 3 food groups) at household level.		

Strategic Theme: Food and Nutrition Security planning, monitoring, leadership and coordination.

1.4 Strong multi-sector approach supported by Food and Nutrition Security policy;	1.4.1 FNS Framework for implementation of joint action with stakeholders aligning to national policies.	Training Report.	1 FNS framework implemented and monitored. 20 trainings and capacity building sessions. 5 Annual Reports.
		Division Quarterly Progress Report. MoA Annual Report.	



A ginger farm in Tailevu



Supporting Young Farmers:

The Fijian Government through MoA will continue to support Agricultural Institutions for the development and benefit of young farmers. Government has invested a total of \$5.3million over the past 10 years in Marist Training Centre in Tutu. More than 3,000 students have graduated from Tutu since its establishment who have gone on to provide a backbone for Agriculture in the provinces of Cakaudrove, Bua and Macuata. MoA also provides grants to Navuso Agricultural Technical Institute who provides farm-based training for youths. To strengthen training accreditation, MoA is working with FHEC and MFATNZ to develop TVET accreditation for agriculture.



STRATEGIC PRIORITY 2

Sustainable Agricultural Livelihoods

SP2: INCREASE FARMER HOUSEHOLD INCOME FOR SUSTAINABLE LIVELIHOODS

“Creating a strong viable agriculture sector that empowers all Fijians”

The key principles for a strong, viable agriculture sector is that farmers need to earn sustainable income from agriculture. As such, agriculture needs to be viewed as a business that can provide viable returns. There are significant market opportunities for Fiji agricultural produce, both locally and abroad. The Ministry will step up a concerted approach in promoting demand-based production and extension systems.

The wide dispersion of mobile technology in Fiji, overall reduction in communication costs and financial regulatory reforms are paving the way for integrating more rural farmers into formal market systems. This enables access to basic financial services such as savings, lending and insurance, which are important ingredients for promoting stronger business approaches and financial resilience in farming households. Providing public extension services in an environment with limited resources has always been a challenge. The Ministry will revamp the way it delivers services to farmers and technology is a vital component to improve these services.

A **National Farmer ID Registration System** is currently undertaken, to provide quality farmer's profile and farm database to better monitor and evaluate Ministry's services. The **National cattle ID system** will enable better target support, disease management and productivity in the beef and dairy industries.

Policy interventions over the next five years will involve the update and implementation of Commodity Plans that emphasize market-led production and extension systems. There will be support for mechanization, adopting proven technologies, expanding agriculture research and incentives, promoting participation of women and youths in key value chains. Policies that promote formal farmer clusters or networks will be promoted for economies of scale, value-chain assistance and financing. Key market commodity entities such as Agricultural Marketing Authority (AMA), Fiji Rice and Copra Millers Fiji Limited will be strengthened to address demand through secured purchasing contracts and links to value addition. Regulatory reform will also be undertaken to remove blockages in value chain development and to promote food safety, certification and standards.

Our **technical interventions** include supporting farmers to establish fruit tree orchards such as guava, dragon fruit, banana, mango, avocado, and breadfruit. The Ministry will continue to increase its R&D capacity at Research Stations, to tailor services to the needs of specific localities. This will include the strengthening of crop nurseries and seed banks.

MoA will also step up its engagement with technical and

bilateral partners to support value chains and better institutionalise technical support. Our collaboration with Bio-security Authority of Fiji (BAF) will be strengthened to facilitate structured pathways for Bilateral Quarantine Agreement (BQA) crops, disease management and preventative bio-security programs.

The livestock sub-sector is vital to Fiji's agriculture sector. MoA will continue to expand its small and large ruminant programs around the country including farmers in the sugarcane-belt areas. The eradication of Tuberculosis and Brucellosis in the cattle industry is a key priority as well as the rehabilitation of the beef and dairy industries. There will be continued support for livestock breeding programs to produce resilient and high-yielding breeds for beef, dairy, sheep, pigs, poultry and goats. In addition there will be continued support on programs that strengthen animal husbandry, basic-farm infrastructure and water-reticulation systems. Partnership with stakeholders to strengthen animal husbandry and to enhance farming practices in the dairy industry will continue to be supported. Juncao grass will be used to produce quality livestock feed.

The Government has already shown its strong commitment towards the livestock sector through improvement of veterinary services, construction of a new veterinary teaching hospital at FNU and the adoption of a new vet science program.

Strategic KPIs include:

- i Increased farmer participation in existing and new demand-driven markets;
- ii Increased participation of women and youth in the crop and livestock agriculture sector; and
- iii Strengthened MoA institutional approach, capacity and engagement with partners and stakeholders that support market-driven production of agriculture commodities and products.



His Excellency the President Major-General (Ret'd) Jioji Konusi Konrote planting tomatoes during the launching of the Backyard Gardening Initiative in Tavua on 25th April, 2019

Table 3: Strategic Priority 2

Increase farmer household income for sustainable livelihoods.			
NDP Strategic Priority and Goal.		3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.	
		3.1.7 Social Inclusion and Empowerment: A socially inclusive Fiji and empowered Fijians.	
		3.1.9 Women in Development: Empowering women to reach their full development potential.	
		3.2.12 Non-sugar Agriculture: Competitive, sustainable and value adding agriculture.	
Strategic Theme: Access to markets.			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
2.1 Increased farmer participation in existing and new demand-driven markets;	2.1.1 Enhance market services to targeted farmers (including rural outer islands and highlands).	Division Quarterly Progress Report. MoA Annual Report.	National farmer ID system is in place to monitor and evaluate Ministry services.
	2.1.2 Strengthen farmer cluster commodity associations.		Completed new framework that supports contract farming link to secured market access eg. AMA, FDL, FCDCL, Crest, Fiji Rice, CMFL, Nature's Way etc. Facilitation of 60 Commodity Association and Commodity base Value chain meetings with agro-traders.
	2.1.3 Establish fruit tree orchards.		200 fruit tree orchards to be established.
Strategic Theme: Women and Youth in Agriculture.			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
2.2 Increased participation of women and youth in the crop and livestock agriculture sector;	2.2.1 Number of registered women and youth groups assisted by MoA projects.	Division Quarterly Progress Report. MoA Annual Report.	5% increase of registered provincial women and youth groups benefiting from Crop and Livestock programs.
	2.2.2 Increase the number of women and youth participating at all levels in the cluster groups supported by MoA.	Division Quarterly Progress Report. MoA Annual Report.	10% increase in number of groups in all geographical divisions.

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
	2.2.3 Increase the number of women employed as qualified extension advisors and researchers.	Women in Agriculture Policy.	1 Women in Agriculture Policy established that supports and increase in participation of women in the workforce and in the agriculture sector.
Strategic Theme: Agriculture Research Services			
2.3 Strengthened MoA institutional approach, capacity and engagement with partners and stakeholders that support market-driven production of agriculture commodities and products;	2.3.1 Number of research programs implemented.	Division Quarterly Progress Report. MoA Annual Report.	75 research programs (crop and livestock) implemented. 1 new research collaboration with international research institution signed and established.
	2.3.2 Increase knowledge and skills of extension officers through a regular R&D training program.	Division Quarterly Progress Report. MoA Annual Report.	100% of extension officers trained in key R&D competencies. TVET accredited training program established for extension officers in livestock and crops.
	2.3.3 Increase proportion of registered livestock farmers who have adopted good management practices from research.	Division Quarterly Progress Report. MoA Annual Report.	20% increase in farmer's adoption of good farming practices.





Scaling Pulse Seed Production:

Pulse seeds are a resilient and nutritious commodity. MoA will partner with selected farmers who can allocate land to plant a particular pulse at commercial scale. These dried edible seeds will be produced by the Ministry in accordance with Standard Operating Procedures. The Ministry will provide pulse seeds such as beans, urd, mung and pigeon pea to farmers, assist in land preparation, supervise planting and linking buyers to farmers.



STRATEGIC PRIORITY 3

Climate-Smart Agriculture

SP3: IMPROVE THE ADOPTION OF SUSTAINABLE RESOURCE MANAGEMENT AND CLIMATE-SMART AGRICULTURE

Supporting agriculture development that is smart for the climate, smart for the environment, and smart for the economy.

Fiji is vulnerable to floods and tropical cyclones, with significant impacts on the economy and population of the country. Climate change will continue to affect environmental conditions; temperature, rainfall, humidity, availability of water for irrigation and the distribution of pests affecting agricultural yields in Fiji.

As climate change impacts worsen, Fiji will experience greater extreme events such as floods, droughts and more intense cyclones. TC Winston is on record as the most intense cyclone ever in the Southern Hemisphere leading to the substantial loss of lives, livelihoods and infrastructure. It reduced economic growth from 3.8 percent to 1.3 percent and rehabilitation costs are still on-going. Sea level rise has already led to the relocation of villages and threatens many more.

The Ministry will step up its approach and institutional knowledge to help mainstream climate resilience in Fiji's agriculture sector. This includes at least 3 areas; i) strengthening our research and knowledge base for climate resilience; ii) implementing targeted adaptation strategies and programs to help farmers adapt to climate extremes; and iii) developing an overarching *Climate Resilient Agriculture (CRA) framework*. This will promote stronger coordination, private sector participation and access to climate change financing. Importantly, MoA will also strengthen its institutional capacity program to ensure that proven adaptation interventions are institutionalised rather than implemented on a short-term basis.

The development and implementation of the CRA framework during the next 5 years is critical. The Framework should contain integrated preventative and ex-post rehabilitation approaches. It will also aim to address structural causes of vulnerability in food systems, promote traditional, scientific knowledge and support robust decision-making across a wide range of climate scenarios.

To ensure global and national alignment, the framework will directly link to Government's National Adaptation Plan (NAP) process developed under the United Nations Framework Convention on Climate Change (UNFCCC). It will also draw on the Sendai Framework for Disaster Risk Reduction 2015-30, the Framework for Resilient Development in the Pacific (FRDP) 2017-30, and Fiji's Green Growth Framework.



Technical interventions include the support of a strong climate resilience R&D agenda especially for staple crops. This will enhance tissue-culture facilities and promote plant breeding of heat, drought, flood and salt resistant varieties. Livestock breeding programs will be supported to enhance genetic pool of animals and improve breed. A key milestone will be transitioning Koronivia Research Station into a Centre of Excellence for R&D alongside FNU's Agriculture campus. MoA will strengthen partnership with regional and international researchers' networks including cooperation arrangements for plant breeding, conservation, access and dissemination.

There will be support for sustainable land management, better soil management, integration of traditional and modern farming practices, water-use efficiency and agro-forestry. The Ministry will support mucuna crop cover, crop rotation, organic farming and integrated fertilizer application to maintain soil quality and weed management. The extension of seed nurseries will be achieved through public and privately owned nurseries. Pest and disease laboratory services will be expanded through technology to deliver diagnostic services quickly.

Strategic KPIs include:

- i Improved MoA institutional, technical and scientific capacity for evidence-based planning and targeted research agendas;
- ii Increased access to resilient crop varieties, livestock breeds and social safety nets and market products that mitigate risks for farmers; and
- iii Increased awareness and adoption by farmers of sustainable resource management and climate smart agriculture practices.

Table 4: Strategic Priority 3

Improve the adoption of sustainable resource management and climate smart agriculture			
NDP Strategic Priority and Goal		3.1.4 Food and Nutrition Security : Every Fijian has access to adequate food of acceptable quality and nutritional value.	
		3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.	
Strategic Theme: Climate risk management capacities			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
3.1 Improved MoA institutional, technical and scientific capacity and partnerships for evidence-based planning, targeted research agenda;	3.1.1 Consolidated Framework for Climate Change Resilient Agriculture supported by Climate Change and Disaster Risk Management (DRM) Unit.	Division Quarterly Progress Report. MoA Annual Report. Memorandum of Agreement.	1 new DRM Unit established. 1 Consolidated Framework for Climate Change Resilient Agriculture to be improved. 1 new partnership utilising climate risk finance funding targeted interventions.
	3.1.2 Number of stakeholders receiving specialized support on technology and capacity-building for effective climate change-related planning and management.	Training Report. MoA Annual Report.	5000 stakeholders had access to relevant e-agriculture platforms.
	3.1.3 Number of mini-labs developed for disease sampling, diagnostics and analysis.	Division Quarterly Progress Report. MoA Annual Report.	2 diagnostic labs operating in Western and Northern division serving over 1000 customers.

New Disease Resistant and Tolerant Varieties of Taro and Kumala: Pictured are newly released taro leaf blight tolerant varieties; "Tarova Loa" and "Tarova Vula" along with a new kumala variety, "Golden Brown" these were produced by MoA Koronivia in partnership with SPC's Centre for Pacific Crops and Trees (CePaCT) and crop breeders from the region.

Strategic Theme: Technical adaptation capacity of farmers			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
3.2 Increased access to resilient crop varieties, livestock breeds and social safety nets and market products that mitigate risks for farmers;	3.2.1 Number of new resilient crop varieties and livestock breeds released through a strengthened germ-plasm facilities, expanded seed nurseries, and livestock multiplication farms made available to farmers.	Division Quarterly Progress Report. MoA Annual Report.	3 new crop varieties and 2 animal breeds released to farmers. 200ha of pulses planted.
	3.2.2 Number of farms supported by the veterinary services with livestock improvement (resilient crossbreeds for pig, poultry and goats) and nutrition enhancement plans (local ingredients) to reduce animal diseases and optimise the use and cultivation of silage and fodder.	Division Quarterly Progress Report. MoA Annual Report.	500 farms supported with quality breeding stock and nutritional plan. 1 National Cattle ID system in place. 50% of cattle population tested or screened.
Strategic Theme: Adoption of Sustainable Resource Management and Climate Smart Agriculture Practices			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
3.3 Increased awareness and adoption by farmers of sustainable resource management and climate smart agriculture practices;	3.3.1 Number of MoA staff and farmers trained on sustainable resource management and climate smart agriculture.	MoA Training Report. Division Quarterly Progress Report.	150 MoA staff and 500 farmers trained.
	3.3.2 Increase proportion of registered crop and livestock farmers who have adopted climate change adaptation techniques and technologies.	Division Quarterly Progress Report. MoA Annual Report.	20% increase in adoption rate by farmers of climate adaptation programmes.
	3.3.3. Number of hectares rehabilitated through Climate Smart Agriculture (CSA) technology.	Division Quarterly Progress Report. MoA Annual Report.	250 hectares of land adopting and practicing climate resilient agriculture. 25% increase in number of farmers adopting organic production with secure market access.



“Cattle Embryo Transfer Programme”.

Fiji's first embryo transfer program on cattle has been hailed a success following the birth of calves at the MoA's Sigatoka Research Station. This is the first time ever for Fiji to trial and implement embryo transfer technology.



STRATEGIC PRIORITY 4

Commercial Agriculture

SP4: ESTABLISH AND IMPROVE COMMERCIAL AGRICULTURE

Accelerating the Transition to Commercial Agriculture

The SDP aims to accelerate the process for transitioning smallholder farmers to commercial level. There are three key areas of interest for the Ministry.

i) There is a behavioural shift required of farmers to treat agriculture as a business. The Ministry will assist basic infrastructure needs and key inputs to provide the enabling environment for farming business while the farmer meets all operating costs. This will also promote registered clusters that can link to formal bank credit and other financing assistance. ii) MoA interventions will be shaped by demand-driven needs along the value chain. This extends to processing, value-addition, certification, food safety and other product requirements. The development of commodity policies based on market demand are integral to this approach. iii) The Ministry will strengthen its capacity to engage in commercial agricultural development including the establishment of large private sector partners through a new Commercial Agriculture Division.

Over the next five years, our policy interventions include developing a consolidated *Fiji Agritourism Framework* that enables MoA and its partners to expand on proven existing agritourism and agribusiness programs. Fiji's expanding tourism markets provide a significant opportunity for our crops and livestock commodities including processed, niche and organic products. In addition, BQA exports are buoyed by growing Pacific diaspora markets in Australia, New Zealand, USA and other countries including global demand for fresh and healthy food.

Fiji is a net exporter of agricultural products to the Pacific region. There is scope to expand on this trade alongside Government investment in shipping connectivity, tourism expansion and increased mobility. There is also a need to strengthen product and infrastructure standards and traceability in alignment with Fiji Food Safety regulations and international CODEX standards. The Ministry has demonstrated good progress in this area including compiling kava standards and safety requirements for this high-value export commodity. AMA will be reviewed to optimise its reach to rural communities and linkages to upstream processing, value addition or exports.

MoA will revamp existing legislation and introduce new legislation to better organize market structure, regulate standards and incentivise private investment for key



Minister for Agriculture Hon Dr Mahendra Reddy and Exporter Mr. Dharmen Kumar while opening the cooler

commodities. MoA will enhance its capacity to undertake market assessments and to understand changing consumer preferences of key commodities. This will address production, research gaps and help design suitable interventions across the value chain building on work undertaken by the Australian government funded PHAMA and ACIAR programmes. MoA will build strategic approaches with local and international business partners with a view in attracting investment, promoting contract farming and linking to global value chains. The Ministry will develop clear frameworks for contract farming, organising farmer clusters with Fiji Crop and Livestock Council (FCLC) and incentivise public-private partnerships.

Our technical interventions include supporting market crops through seed nurseries, research and development, improved breeding and genetics for crops and livestock, farm mechanisation, technology and enhanced extension services. The need to entice and retain youths and women in agriculture is important. This will strengthen existing and new programs such as the Young Farmers Business Incubation Scheme.

Agriculture graduates, farmer field schools and boarding school farms will be supported. MoA is working with bilateral partners and the Fiji Higher Education Commission (FHEC) to scope and introduce TVET accredited training in agriculture. This will enable a formal accredited workplace training for agricultural officers, workers and at the same time entice youths into an agriculture career.

Strategies and programs that strengthen and scale the production base will be supported. These include



Rice harvesting machine at the Dreketi Irrigation Scheme

the fruit tree orchards program, which covers guava, dragon fruit, banana, mango, avocado and breadfruit. In addition, farmland has been identified to raise seedlings that will be distributed to contracted farmers for improved production. Under a Rural Agricultural Commercial initiative, MoA will work with farmer clusters to identify land for scaling production of market crops such as dalo, cassava, vegetables, rice, pulses and fruit trees. Integrated production systems that promote cover crops, green manuring, nitrogen fixing plants and fertilizer or pesticide management will be strengthened.

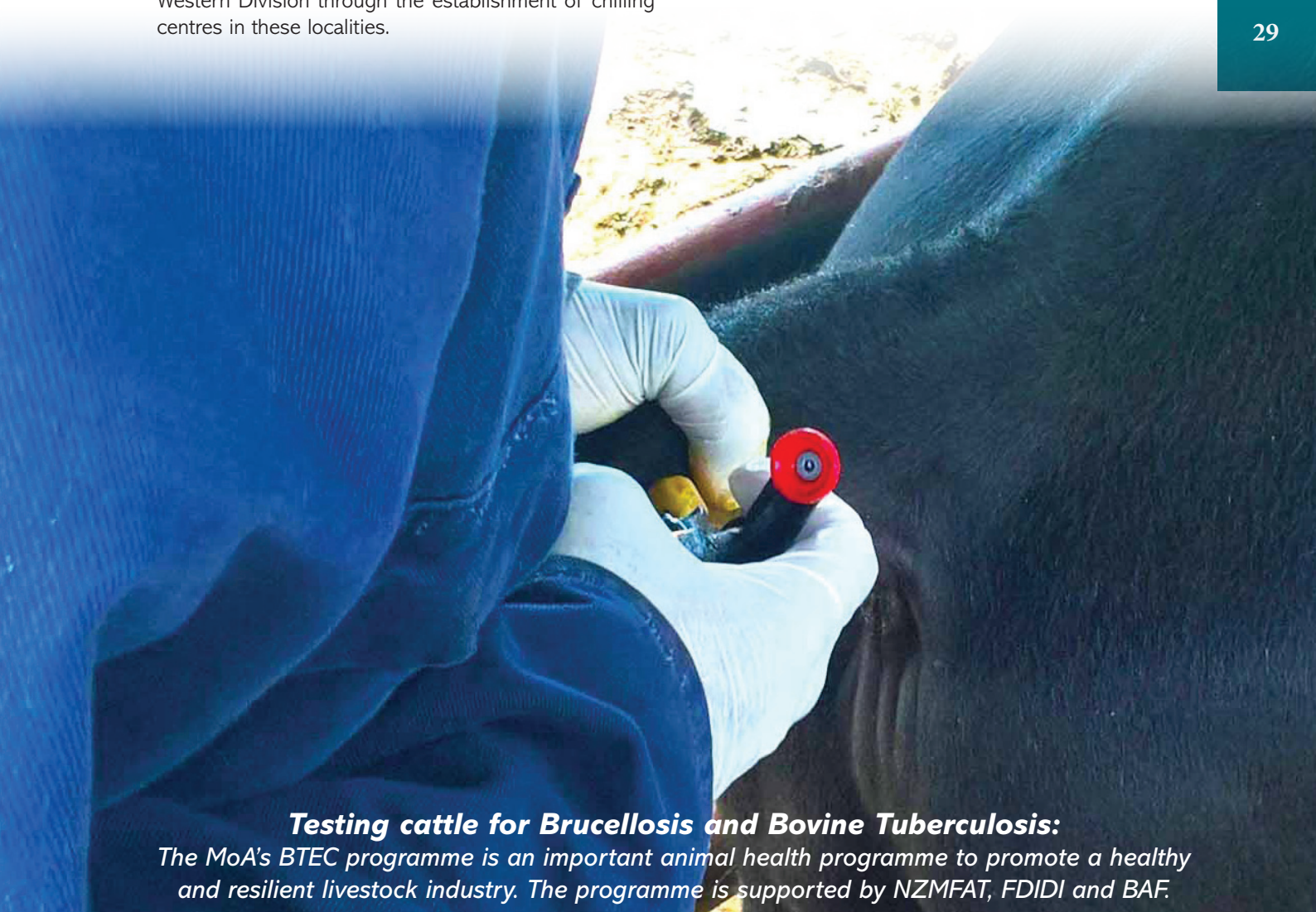
The Ministry will support dairy production into the Western Division through the establishment of chilling centres in these localities.

Efforts to improve other livestock commodities will include reviving the Yalavou Beef Scheme, development of sheep farms and establishment of slaughterhouse for sheep and goat.

Security of land tenure affects the ability for farmers to undertake long-term capital investment. Farmers need initial capital financing for farm infrastructure. Continued partnerships with agencies and all stakeholders to find practical models including Committee on Better Utilisation of Land (CBUL) that benefit farmers, investors and landowners. Financing is a challenge for many farmers. MoA will undertake a collaborative approach working with banks such as the Fiji Development Bank (FDB) and other national, regional and global regional financiers to help de-risk financing, strengthen monitoring and expand business and financial literacy.

Strategic KPIs include:

- i Increased farmer access to loans, grants, insurance and basic financial services;
- ii Increased farmer, youth and agribusiness participation producing market driven commodities;
- iii Improved value chain opportunities, financial literacy, business planning and farm management; and
- iv Improved commercial agriculture linkage with tourism industry.



Testing cattle for Brucellosis and Bovine Tuberculosis:

The MoA's BTEC programme is an important animal health programme to promote a healthy and resilient livestock industry. The programme is supported by NZMFAT, FDIDI and BAF.

Table 5: Strategic Priority 4

Establish and improve commercial agriculture			
NDP Strategic Priority and Goal.	3.2.10 Expanding the rural economy: Promoting equal opportunities, access to basic services and building resilient communities.		
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.		
Strategic Theme: Financial Access			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
4.1 Increased farmer access to loans, grants, insurance and basic financial services;	4.1.1 Number of commercial crop and livestock farmers assisted financially including farmers in the sugarcane belt areas.	Division Quarterly Progress Report. Commercial Farmers Equity Package Database.	Additional 500 farmers assisted with at least 1 new basic financial product or service.
	Strategic Theme: Farmer Technical Capacity		
4.2 Increased farmer, youth and agribusiness participation producing market driven commodities;	4.2.1 Number of youths and young farmers between 20-30 years assisted and trained in Commercial agriculture.	Division Quarterly Progress Report. MoA Annual Report.	500 Young Farmers assisted through the Incubator Scheme (YFIBS).
	4.2.2 Increase commercial agriculture production for both crop and livestock annually (Yalavou Beef Scheme, Tilivalevu etc).	Division Quarterly Progress Report. MoA Annual Report.	16% increase in ginger production, 15% increase in dalo production and 30% increase in Yaqona (Kava) production. 25% Increase in production of BQA crops. 10% increase in beef production including Yalavou Beef Scheme. 10% increase in production for dairy, poultry, sheep, goat, pig and honey. Reduced Incidence of animal diseases through systematic BTEC and animal disease management program.

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
4.2 Increased Farmer, youth and agribusiness participation producing market driven commodities.	4.2.3 Number of agro - processors and exporters that have access to the MoA development and improvement package.	Division Quarterly Progress Report.	15 agro processors and 15 exporters assisted. Framework for PPP with Agro Processors and Agribusiness established with shared contributions and eligibility criteria clearly set out. Increased adoption of product standards, certification promoting health, traceability, GAP.
	4.2.4 Enhance capacity building for commercial crop and livestock farmers through institutional building for farmer networks, cooperatives and business.	Training Report. Division Quarterly Progress Report.	1250 commercial farmers (625 crop and 625 livestock) trained.
	4.2.5 Number of processing plants supported to undertake post-harvest and value-added activities.	MoA Annual Report.	15 processing plants assisted
	4.2.6. Number of commodity policies reviewed.	Commodity Paper. MoA Annual Report.	20 Commodity Plans reviewed (Livestock 8, Crop 12)



Mr. Ravi Kumar resigned from service as a Police officer to take up farming as a business and is one of the successful BQA farmer in Ba

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
Strategic Theme: Agri-Tourism			
4.3 Improved commercial agriculture linkage with tourism industry.	4.3.1 Agritourism Strategy developed with dedicated MoA capacity focusing on increasing linkages for agro-tourism.	Division Quarterly Progress Report. Hotel Survey Report. Training Report. Hotec Show Report.	Consolidated Agri-tourism framework in place that supports contracts with hotels and supermarkets. Agri-tourism unit established or strengthened. 10 chef training, 5 Hotel shows, 1 database for local produce information accessible to chefs, 20 training for value chain actors.
	4.3.2 Increase volume of local vegetables and fruits sold to the hotels.	Division Quarterly Progress Report.	5% increase in the total volume of local produce supplied to hotels.
	4.3.3 Five-star hotels to buy local fruits and vegetables from local producers.	Division Quarterly Progress Report.	10 purchase contracts between major hotels and farmer clusters established. E-portal to link demand and supply of local produce to major hotels established.



HE The President of the Republic of Fiji, (Ret'd) Major General Mr. Jioji Konusi Konrote visiting rice seedling demonstration plots with MoA Field workers at Koronivia Research Station



Soil Analytical Services:

MoA provides Soil Analytical Services through its Extension Office with analysis done at KRS. This service is free of charge, provided formal requests are received through your nearest Extension Office. Charges are applicable to privately owned companies or interested individuals and farmers who bring samples directly to KRS. After analysis, a report is prepared with recommendations based on findings to improve soil fertility or nutrition requirements.



STRATEGIC PRIORITY 5

Quality Public Sector Performance And Service Delivery

SP5: IMPROVE QUALITY PUBLIC SECTOR PERFORMANCE AND SERVICE DELIVERY

Commitment to deliver the best agriculture services for all Fijians

A newly organised and decentralized MoA is key to deliver on the goals of the SDP. The Ministry has embarked on key change initiatives to support and improve service delivery. Furthermore, the current organisational review will ensure a responsive and efficient working environment to deliver the SDP targets.

Investment in a more enhanced **Information and Communication Technology (ICT)** platform to establish an efficient and effective data output system for the Ministry.

Other key performance milestones, include the review of its regulatory frameworks, key commodity plans and the successful implementation of the 10-yearly National Agricultural Census (NAC) that will be undertaken in 2020.

The Ministry, will also seek to promote greater coordination in the agriculture sector through the Public Private Partnership initiative. Whereby MoA, will strengthen its engagement frameworks on outsourcing and joint implementation of accountable and clear-results driven approaches.

Strategic key performance indicators include:

- i A new modern MoA structure with supportive Systems and Infrastructure;
- ii Improved information, communication and technology (ICT) system in the agriculture sector that includes value chain opportunities, financial literacy, business planning and farm management;
- iii MoA stations and officers are well supported through improved working conditions;
- iv Enhanced utilisation of data, research information to ensure formulation of evidence based policy, program interventions and timely dissemination to stakeholders; and
- v Updated legislative frameworks and continuous capacity building program.

Table 6: Strategic Priority 5

Improve Quality Public Sector Performance and Service Delivery			
NDP Strategic Priority and Goal	3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.		
	3.2.10 Expanding the rural economy: Promoting equal opportunities, access to basic services and building resilient communities.		
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.		
Strategic Theme: MoA Working Conditions			
Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
5.1 A new modern MoA structure with supportive Systems and Infrastructure;	5.1.1 A new restructured MoA organisation Structure.	MoA Restructure Report.	A new restructured MoA organisation Structure is in place.
		MoA Annual Report.	Robust Workforce Plan developed and reviewed.
			HRMIS established to improve staff recruitment, support and effectiveness.
			Completed manual of all operational SOPs.
			Strengthened infrastructure including labs, tissue-culture, R&D and research stations.
		Reduction in turnaround time to client queries.	

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
5.1 A new modern MoA structure with supportive Systems and Infrastructure;	5.1.2 Number of training courses conducted based on training needs report.	Training Report. Division Quarterly Progress Report.	Systematic annual training programme in place. 2 training MOUs established with regional and international partners. 90 training courses conducted based on training needs report. Realising EEO and adoption of business excellence awards programs. TVET accredited pathway for agriculture extension officers in place.
	5.1.3 Number of Infrastructure construction and improvement of MoA stations.	Division Quarterly Progress Report. MoA Annual Report.	1 Repair and Maintenance Programme for MoA Stations and quarters established and implemented. 1 MoA unit to support Repair and Maintenance Programme, OHS and Work Safety in place.
Strategic Theme: Communication and Information Flow - E-agriculture			
5.2 Improved information, communication and technology (ICT) system in the agriculture sector that includes value chain opportunities, financial literacy, business planning and farm management;	5.2.1 E-Agriculture platforms developed to promote transparency, information dissemination and linkage with farmers, Private Sector and Civil Society.	MoA Annual Report.	MIS System developed which supports results reporting. MIS System facilitates information exchange with all stakeholders.
	5.2.2 MoA Central ICT System established and improved.	MoA Annual Report.	Central ICT Systems enhanced.
	5.2.3 Number of agriculture stakeholders who access to MoA ICT System.	MoA Annual Report.	25,000 users have access to MoA ICT Systems.
5.3 MoA stations and officers are well supported through improved working conditions;	5.3.1 Percent (%) of allocated funds utilised within designated time frame.	Quarterly Performance Progress Report.	100% allocated funds utilised within designated time frame.

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
5.3 MoA stations and officers are well supported through improved working conditions;	5.3.2 Number of decentralized senior officers with delegated authority to make operational decisions.	Division Quarterly Progress Report. MoA Annual Report.	Completed all decentralisation process during the first 2-3 years.
	5.3.3 Percent (%) of decentralized offices having access to government networks and being supported by IT team.	Division Quarterly Progress Report. MoA Annual Report.	15% increase of decentralized offices have access to core government online portals (webmail etc.) and being supported and trained by IT team.
	5.3.4 Number of infrastructure construction and improvement of MoA stations.	Division Quarterly Progress Report.	Repair and Maintenance Programme for MoA stations and quarters established and implemented. MoA unit to support Repair and Maintenance programme, OHS and Work Safety in place.
Strategic Theme: MoA Service Delivery			
5.4 Enhanced utilisation of data, research information to ensure formulation of evidence based policy, program interventions and timely dissemination to stakeholders;	5.4.1 Adoption of relevant e-systems at MoA to disseminate agricultural reports and data to stakeholders.	Division Quarterly Progress Report. MoA Annual Report. Agriculture Statistics Report.	Consolidated MoA e-agriculture strategy in place. Adoption of relevant e-systems at MoA and agriculture statistical reports produced and disseminated amongst stakeholders.
	5.4.2 Provision of exclusive media coverage on agricultural promotional activities and provide information to farmers and stakeholders for an improved Ministry corporate image.	National Agriculture Show Report.	Strengthened capacity, equipment and resources to pro-actively engage with media and the public. 5 National Agriculture Shows based on systematic reviews and demand held. Strengthened program for agricultural Television and National Radio Talkback shows. 5 annual reports and 5 COP reports available on a timely basis.

Outcome	Key Performance Indicator	Means of Verification	5 year target (By end of 2023)
	5.4.3 Establish user friendly database for accessing statistical information on agricultural production, marketing and price trends.	Division Quarterly Progress Report. MoA Annual Report.	E-database for agriculture statistics established and linked to MoA website.
	5.4.4 Successful completion of 10 year Agriculture Census.	National Agriculture Census Report.	1 National Agriculture Census Report 2020.
5.5 Updated legislative frameworks and continuous capacity building program.	5.5.1 Number of policies and Acts reviewed and/or developed and endorsed.	Division Quarterly Progress Report. MoA Annual Report.	All existing Acts reviewed. 2 new Bills or comprehensive policy change introduced.



Prime Minister - Hon. Josaia Voreqe Bainimarama with the Minister for Agriculture Hon. Dr. Mahendra Reddy during the opening of the National Agriculture Show 2019 at the Valelevu grounds.



Monitoring and Evaluation

To realise the national vision of the SDP and how it contributes upwards to the goals of the NDP over the next 5 years requires effective M&E to ensure delivery of planned results. Timely assessments of programmes and initiatives will allow MoA to identify any constraints and address them.



Monitoring and Evaluation

7.0 MONITORING AND EVALUATION

M&E of the Plan will use a standard performance-based M&E framework focusing on outcomes and outputs.

7.1 Guiding Principles

In line with the NDP, the M&E systems will operate under 3 main principles:

- i Being strategic about how and what to monitor and evaluate to ensure efficient, effective and accountable delivery of agency outputs, i.e. programmes and projects for provision of public services.
- ii Utilise streamlined reporting processes by sharing information, relying on existing internal or external reports and draw on existing MoA reporting systems (such as the MoA quarterly progress reports) to reduce reporting requirements;
- iii Reference the NDP KPI parameters for agriculture to enable regular upward monitoring, reporting and tracking at the national level (see table on page 35 for NDP extract).

7.2 The M&E Plan

Setting up a clear M&E plan at the outset is critical. The following elements are important:

- i Identifying and adopting appropriate baseline data for national outcomes and where necessary, baseline data that need to be compiled (e.g. agriculture census) ;
- ii Carry out assessments according to existing methodology e.g. Public Sector Investment Programme (PSIP) and Capital Budget Appraisals for the provision of a service, adoption of a programme and allocation of resources. The evaluation will determine viability through assessments of the effectiveness and impact of public services, policy objectives, strategies, programmes and projects; and in success or failure and possible areas for improvement
- iii The assessments should be incorporated into COP planning, SDP updates and National Budget processes.

- iv Program ongoing monitoring and evaluation of implementation progress and performance results for all programmes and projects under the SDP identified for implementation under the national budget or through other sources of funding.

7.3 Governance and Administration

A two-tier M&E system for the SDP is set out as follows:

i Technical - Level

The M&E system will build on Quarterly Progress Report system and processes in place by the Ministry. These report systems will incorporate SDP KPI progress using specific KPIs (COP) and strategic (SDP) levels, organise or cluster KPIs as appropriate to align to the NDP and provide results into Annual reports and other publications

ii Executive Management

The existing MoA Executive Management forum will provide oversight and discuss risks and actions arising out of M&E reports.

iii Key pressure points include:

- Progress Against Budget
- Progress on Staff Resources
- Progress on Procurement Programs
- Key collaborative efforts by external agencies so as to reduce duplication

7.4 Resourcing

Additional resourcing to support SDP M&E systems is required. At least one staff member would be assigned to the SDP M&E reporting systems. Investment in the following is also required:

- i At least two training and results reporting session per annum on M&E for the SDP in each of Central, Eastern, Western and Northern Divisions.
- ii E-Systems to capture reporting and disseminate real time results.

8.0 LINKING UPWARDS TO NATIONAL DEVELOPMENT PLAN KEY PERFORMANCE INDICATORS

Table 7: Linking upwards to NDP KPIs

PROGRAMME	ANNUAL TARGET					TOTAL OUTPUT EXPECTED
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	
Administration, Management and Capacity Building Programme						
Mechanisation of farms (availability of services) through co-operatives and cluster system (%)	25	30	35	40	45	40% farms mechanised through cluster system
Rural and Outer Island Development Programme (No. farmers assisted under DDA programme annually)	80	80	80	80	80	400
AMA Grant	Procurement and marketing of produce (dalo, cassava, honey, etc.)					Increased quantity of produce processed and marketed.
Crops Extension and Research Programme						
Construction of Agronomy Building – Phase 1	Construct new 3 story building; procure necessary equipment for laboratories	1				Completion of a fully functional Agronomy Laboratory.
Construction of Rural Office and Quarters	1	2	2	2	2	9
Agricultural Extension Crops (No. of staff trained and no. of trainings conducted)	100/16	100/16	150/16	150/16	150/16	Improved productivity of extension services delivery to farmers
Export Promotion Programme (No. of model farms and farmers)	10	10	10	10	10	50
Food Security Programme (No. of farmers assisted)	50	50	50	50	50	250
Yaqona Development Programme (No. of farmers assisted)	2,000	2,000	2,000	2,000	2,000	10,000

9.0 FIVE YEAR BUDGET FORECAST

The following Budget sets out a 5-year forecast for the SDP. These budgets are reviewed and reset in detail each year during the annual COP process. The budget allocations over the 5 strategic priorities are estimates and provide management and staff with an over arching guide to strategic planning and tracking resourcing during the Plan period.

Key elements of the Budget are:

- The PSIP (Capital) Budget is around 70% of the Total Budget. 30% of the total budget is attributed to Operating Expenditure;
- The budget increase for the 5 years average is around 5.5 % p.a. This is based on recent budget increases as well as a allowing for managing and responding to climate risks;
- The SDP will be subject to a mid-term review, which will include a review of these budgets.

Table 8: Total output costs according to Strategic Priorities

Strategic Priority		Costs in FJ\$ by Years					
		1	2	3	4	5	Total
1	Food and Nutrition Security	8,108,305	8,554,262	9,024,746	9,521,108	10,044,768	45,253,190
2	Farmer sustainable livelihoods	15,357,513	16,202,176	17,093,295	18,033,427	19,025,265	85,711,676
3	Climate-smart agriculture	9,352,187	9,866,558	10,409,218	10,981,725	11,585,720	52,195,409
4	Commercial Agriculture	13,540,541	14,285,271	15,070,961	15,899,864	16,774,356	75,570,993
5	Public Sector Performance and Service Delivery	7,091,225	7,481,242	7,892,710	8,326,809	8,784,784	39,576,770
CAPEX budget		53,449,771	56,389,508	59,490,931	62,762,933	66,214,894	298,308,037
Add Operating Budget - OPEX		25,266,129	26,655,766	28,121,833	29,668,534	31,300,303	141,012,566
TOTAL BUDGET		78,715,900	83,045,275	87,612,765	92,431,467	97,515,197	439,320,603



Bee-keeping training is conducted by MoA Animal Health and Production Division and Fiji Bee-keepers Association



SDP Stakeholder Consultation:

MoA Senior officials with key Stakeholders during the Strategic Development Plan Workshop at the Tanoa International Hotel in Nadi.



ANNEXES

ANNEX I

Theory of Change



ANNEX II: MINISTRY OF AGRICULTURE SWOT ANALYSIS

Table 9: MoA SWOT Analysis

Within the Ministry	
<p>Strengths: Attributes, characteristics and factors that provide the MoA a competitive advantage</p> <ul style="list-style-type: none"> • Clear mandate with strong mission and vision • Strong leadership within the sector with wide-ranging programs and activities • Good collaboration with stakeholders and partners • Highly-qualified technical staff • Ongoing organizational restructure 	<p>Weakness: Identified components that weaken the Ministries' competitiveness</p> <ul style="list-style-type: none"> • Fluctuating capacity to implement budget (budget utilization rate) • Top-heavy organisation structure • Long procurement processes • Large number of vacancies • Low coverage of crop and livestock extension services (low staff to farmer ratio) • Customer services not sufficiently aligned with customer-segmentation (subsistence, semi-commercial; commercial) • Weak IT unit and incipient information and communication services • Out-dated agriculture legislation



Striving through Coçoa. A reinvigorated cocoa farmer, Mr. Ioawane Kaloulia with harvested cocoa pods from his farm.

External to the Ministry

Opportunities: Favourable situations and factors that may strengthen the Ministry's competitive advantage

To contribute to domestic/import markets:

- Increasing price trend on certain commodities in the international market may encourage local production for import-substitution and exports (as kava and spices)
- Increasing demand of agriculture products by tourism sector
- Increasing involvement of private sector on private-public partnerships to boost agriculture exports.
- ICT and contract farming for better market link-ages

To improve services:

- Existing weather-based crop and livestock insurance to dampen the effects of climate change
- Existing financial services targeting rural population
- Increasing research and development (R&D) initiatives for climate change adaptation by other partners
- Good mobile phone coverage among farmers and current use of ICT for agriculture (information, markets, extension, transactions and banking)

National social trends:

- Increasing demand for local and nutritious foods
- Large share of households involved in agriculture activities;
- Young people and women in rural areas available to engage in productive agriculture initiatives

Threats: Negative circumstances that should be considered when planning the Ministry's strategy

External economic and environmental factors:

- Extreme weather events impact negatively on national and agriculture growth
- Increasingly competitive markets for fresh/chilled agriculture exports
- Plant diseases and pest (e.g. coconut rhinoceros beetle),
- Brucellosis and Tuberculosis Eradication and Control (BTEC) threatens beef and dairy production
- Impacts of climate change, soil degradation, salinization and desertification, further shift of agriculture cultivation to marginal slope land

National economic factors:

- Inconsistent and seasonal supply of produce due to poor infrastructure, post-harvest knowledge and storage/ processing facilities, affecting exports and national markets demands (including tourism)
- Increase in the value and volume of agriculture imports resulting in larger agriculture trade imbalance

National social trends:

- Scarcity of local production at affordable price increases consumption of unhealthy cheap food imports
- Further shift in consumption patterns due to urbanisation and cost inflation (low income households most affected)
- Land and rights hamper access to credit
- Poor infrastructure in remote rural areas hampers access to farms and markets (disadvantaged locations of rural outer islands and highlands)
- Low uptake of new technologies, breeds and varieties by farmers
- Aging farmer population and low youth involvement (especially women) in agriculture
- High poverty rates in rural areas and low income among farmers

GLOSSARY

Baseline - is a benchmark that is used as a foundation for measuring or comparing current and past values.

Key Performance Indicator - a quantifiable measure used to evaluate the success of an organization and employee in meeting objectives for performance over time.

Logical Framework - is a document that gives an overview of the objectives, activities and resources of a project. It also provides information about external elements that may influence the project, called assumptions.

Means of Verification - are the pieces of information which show that the standard set by the indicators has been reached.

Mission Statement - A written declaration of an organization's core purpose and focus that normally remains unchanged over time.

Outcome - the result or effect of an action, situation, or event.

Output - act of producing something, the amount of something that is produced or the process in which something is delivered.

Policy Framework - Set of principles and long-term goals that form the basis of making rules and guidelines, and to give overall direction to planning.

Programme - a planned scheduled of multiple projects and associated activities that are managed and coordinated as one unit with an objective of achieving an output over a period of time.

Project - a piece of planned work or an activity that is finished over a period of time and intended to achieve a particular purpose

Strategic Priority - are the values that enable the organization to achieve its goals.

SWOT Analysis - a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats.

Target - is the desired level of performance for a specific performance indicator.

Theory of Change - is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

Values - the moral principles and beliefs or accepted standards of behaviour of a person or organisation.

Vision Statement - An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future

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Office of the Hon. Minister for Agriculture, Rural and Maritime, Waterways and Environment

Office of the Permanent Secretary for Agriculture
Deputy Secretary for Agriculture Development

Directors of Functional Divisions

Crop Extension Division
Animal Health and Production Division
Crop Research Division
Human Resources Finance and Information
Economic Planning & Statistics

Government Ministries:

Ministry of Economy
Ministry of Foreign Affairs
Ministry of Women, Children and Poverty Alleviation
Ministry of Education, Heritage and Arts
Ministry of Health and Medical Services
Ministry of Youth and Sports
Ministry of i-Taukei Affairs
Ministry of Rural and Maritime Development
Ministry of Fisheries
Ministry of Forests
National Food and Nutrition Centre

Other Stakeholders:

Agricultural Marketing Authority
Biosecurity Authority of Fiji
Investment Fiji
Fiji Agro Exporters Association

External Partners:

Food & Agriculture Organisation
European Union
People's Republic of China
New Zealand Ministry of Foreign Affairs and Trade (MFATNZ)
Department of Foreign Affairs and Trade - Australia (DFAT)
Overseas Development Institute (ODI)

SOME MAJOR ACHIEVEMENTS OF THE MINISTRY



Ministry launched 2 new rice varieties - Sitara and Cagivou



Fiji and China signed MOU on Agricultural Cooperation



Value Adding with MoA Product Development Unit at KRS



MoA through Research Division Sigatoka launched a new Capsicum variety "Golden Bell"



MoA launched a new guava variety called "Green Pearl"



New calf breed (Brown Swiss) through Embryo Transfer Program



MoA launched first fruit tree orchards



Fiji and China co-hosted the inaugural Roundtable China-Pacific Agriculture Minister's Meeting that adopted the Nadi declaration of China and Pacific Island States on Agricultural Development



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