



MINISTRY OF FORESTRY

STRATEGIC DEVELOPMENT PLAN 2024–2030



SUSTAINABLE FORESTS, OUR FUTURE



Comments and enquiries should be directed to:

Ms Sanjana Lal
Permanent Secretary
Ministry of Forestry
Level 3 Takayawa Building, Toorak Road
Suva, Fiji

Telephone: (+679) 3301 611

Facsimile: (+679) 3318 692

Website: www.forestry.gov.fj

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GLOSSARY

AAC	Annual Allowable Cut
AOP	Annual Operational Plan
CBD	Convention on Biological Diversity
EIA	Environment Impact Assessment
EMA	Environment Management Act
FFHCOP	Fiji Forest Harvesting Code of Practice
FGRM	Feedback and Grievances Redress Mechanism
GDP	Gross Domestic Product (of Fiji)
GGF	Green Growth Framework
HR	Human Resource
MSMEs	Micro Small Medium Enterprises
NAP	National Adaptation Plan
NDC	Nationally Determined Contributions
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NFI	National Forest Inventory
NSFM	National Sustainable Forest Management
PSP	Permanent Sample Plots
RDF	Reforestation of Degraded Forests
REDD	Reducing Emissions from Deforestation and Forest Degradation
SDG	Sustainable Development Goals
SDP	Strategic Development Plan
SWP	Strategic Workforce Plan
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests

FOREWORD FROM THE MINISTER FOR FORESTRY



I am delighted to present the Ministry of Forestry's revised Strategic Development Plan (SDP). The SDP has now been updated to cover the period 2024-2030, as the Ministry is now seven years into the original SDP.

Over the first half of the SDP, the Ministry of Forestry has made great strides in delivering sustainable forest management in Fiji, rehabilitating degraded forest landscapes and restoring forest ecosystems, as well as boosting the economic contribution of the forestry sector while continuing to work closely with our industry partners Fiji Pine Limited and Fiji Hardwood Corporation Limited and our landowners.

The forest sector plays an integral part in climate change mitigation and adaptation, bolstering Fijian communities' resilience to environmental disasters. It is also an important source of economic growth, both through plantation forestry and the cottage industries that rely on forest-related products. In revising the SDP, the Ministry continues to seek a balanced and holistic approach to Forestry management in Fiji that continues to strengthen the ability of our Forestry sector to deliver for Fiji's communities and landowners.

The revised SDP offers an opportunity to refresh the Ministry's strategy going forward to 2030, recognising both the achievements of the Ministry since the initial inauguration of the SDP in 2017 and the new commitments and the priorities of this Government as expressed through the development of a new National Development Plan for Fiji. Therefore, the SDP is an important document that details the approach the Ministry will take in providing stewardship to Fiji's forests, forest-related industries and businesses and in meeting Fiji's international commitments going forward as the Ministry seeks to provide stewardship to Fiji's forests as well as growing related sectors and cottage industries.

In updating the SDP, I wish to acknowledge the immense efforts of the Ministry of Forestry's diverse staff members to deliver on the Ministry's mission of being a leader in Sustainable Forestry and ensuring that Fiji's forests are safeguarded for the future benefit of Fiji.

In refocusing the strategic direction of the Ministry of Forestry, I look forward to the Ministry continuing to implement our priorities in collaboration with our stakeholders and partners for the benefit of the Fijian people. Through delivering on our strategic priorities, we will continue to manage Fiji's forests sustainably, improve the contribution of Fiji's forests to our economy and help Fiji meet its global commitments related to conservation and climate change mitigation.

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Honourable Alitia Bainivalu
Minister for Forestry

STATEMENT FROM THE PERMANENT SECRETARY



I am honoured to present the revised SDP for the Ministry of Forestry, setting the strategic direction of the Ministry covering the next seven years of our operations.

Over the first half of the SDP, the Ministry of Forestry has made great strides in delivering on its mission to be a leader in sustainable forestry. In the most recent data from the Fiji Bureau of Statistics, the total contribution of the Forestry sector to the economy of Fiji stood at \$140.4m, while in 2022-2023, 4.8 million trees and mangroves were planted, giving a total of more than 19 million trees and mangroves planted as part of Fiji's 30 Million Trees in 15 Years (30MT15Y) initiative since 2019. Moreover, the development of the Ministry's nursery has continued apace, with the stock now standing at more than 10,000 seedlings comprising a wide range of species, reflecting the Ministry's commitment to biodiversity. The Ministry has also continued to advance Fiji's international commitments through our Reducing Emissions from Deforestation and Forest Degradation (REDD+) project in collaboration with the World Bank's Forest Carbon Partnership Facility.

As we have now reached the halfway point of our 14-year SDP, the time is now right to review our progress against our key KPIs and to re-focus and re-strategise on the key outcomes the Ministry would like to deliver by 2030 for our stakeholders, landowners and the people of Fiji. Going forward over the next six years to 2030, some of the key priorities will include:

- Continuing to make progress on our overall target to plant 30 million trees in 15 years to support the rehabilitation of degraded forest landscapes, forest ecosystem restoration and our plantation forestry sector,
- Increasing the proportion of forest areas as a proportion of the total land area in Fiji from 60 to 64%,
- Increase the number of forest reserves and parks under long-term conservation,
- Restore 50,000 acres of mangrove ecosystems,
- Protect 17% of the total land mass under Protected Areas for Biodiversity Conservation, in line with our international commitments,
- Continuing to increase the contribution of the Forestry sector to Fiji's economy,
- Increasing the number employed in the Forestry sector, and
- Increasing the number of businesses owned by Youth and Women groups in the Forestry sector.

The outcomes and key performance indicators envisioned in this SDP will continue to be monitored annually through our Annual Operational Review Plans.

The Ministry of Forestry will continue to engage our various stakeholders, from landowners to industry and Government partners, to achieve its mission of sustainable forest management.

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Sanjana Lal
Acting Permanent Secretary for Forestry

INTRODUCTION

Trees and forests play many critical roles in Fiji's natural environment. Aside from reducing carbon footprints, they contribute to food security, soil stability, clean water and air, provide livelihood sources, and protect the environment and its ecosystem services. Forests and trade related to forest products also contribute to Fiji's socio-economic growth.

The forestry sector has always held an important role in the history of Fiji. In 1937, the Government of Fiji established the Department of Forestry. This Department belonged to the Ministry of Fisheries and Forestry. In September 2016, the Ministry of Fisheries and Forestry was split into two separate Ministries, namely the Ministry for Fisheries and the Ministry of Forestry. To this date, the Ministries are still separate with different budget allocations. This is a testament to the importance that Fiji places on forests in its culture, economy, and environment.

Fiji's landmass is approximately 18,274 square kilometres in size. Of this, about 1.1 million hectares (60%) constitutes of forested areas. Natural forests account for 82.3%, softwood plantations account for 7.4%, hardwood plantations account for 6.2%, and mangrove forests account for 4.1%. About 5% of Fiji's forested area is under long term conservation and the National Development Plan aims to increase this to about 16% which ties in perfectly with the Aichi target under the Convention on Biological Diversity (CBD).

Forests and forest related products are consistent contributors to the Gross Domestic Product (GDP) for Fiji and dependable earners of foreign exchange. The Forestry sector contributed an average of \$156.5 million (1.6%) to Fiji's overall GDP value from 2019 to 2021¹. The biggest contributor is the sawmilling industry contributing an average of \$61.3 million (0.7%) to overall GDP, followed by the logging industry contributing an average of \$28.5 million (0.3%). Between 2019 and 2022, exports of timber and wood products also showed an increasing trend from 5.1% to 6.8% of domestic exports. This is attributed to the contributions from the pine and mahogany industries. Enhancing conservation of forested areas while developing forest wood and non-wood products, and development of industry are contrary objectives that illustrate the complexity of the roles and responsibilities of the Ministry of Forestry. These complexities can be addressed in a systematic way if the forest policies and legislations are current and relevant to address an array of issues in these forest-based industries. The Ministry is currently reviewing its 1992 Forest Act and associated regulations, which will be targeted to address key issues that are faced by players in the forestry sector.

Fiji is also actively engaged in addressing global climate change by adopting and supporting initiatives both nationally and internationally. Establishing new Protected Areas through the implementation of CBD Aichi Target 11, is one example of how management of forests in Fiji is contributing towards global climate change goals. Ecosystem contributions towards climate change mitigation over a long period can be ensured through strategic protection efforts, including sustainable financing mechanisms for such ecosystems. An example of this is the Sovi Basin Protected Area in Fiji; involving landowners in conservation efforts is an important aspect of sustainable ecosystems. The conservation of the Drawa Forest Block and the Nakauvadra Community Based Project for landowner supported reforestation are two examples of forest ecosystem enhancements in pursuit of climate change goals. An example of private sector collaboration with the government is the dry forest restoration project in the Malolo district with Mamanuca Environment Society and forest restoration in the Naviti district with Vinaka Fiji. Another significant example of Fiji's commitment to the climate change goals through forests and communal collaboration is the REDD+ initiative. The Ministry has now completed its readiness phase in preparation for the Emission Reduction Programme (ERP) implementation. The Fijian government signed the Emission Reduction Programme Agreement (ERPA) with the Forest Carbon Partnership Facility (FCPF) of the World Bank in 2021. This will ensure results

¹ Fiji Bureau of Statistics, 2022

based payments through the reduction of emissions from deforestation and forest degradation and also increasing carbon sequestration. The signing of this agreement makes Fiji the first small island developing state to sign an ERPA with FCPF. The Ministry of Forestry will continue to pay special attention to sustainable forests and environmental objectives, both at national and international commitment levels, in its strategic plan for the next seven years.

The global commitments related to forestry from the Sustainable Development Goals (SDG), the United Nations Forum on Forests (UNFF), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention on Biological Diversity (UNCBD) commitments have been adopted by Fiji and are well articulated in its Nationally Determined Contributions (NDC) and National Development Plan (NDP). The Ministry of Forestry's revised strategic plan for the next seven years, 2024-2030, focuses heavily on achieving our various goals through sustainable plans and in collaboration with communities, industry, landowners and stakeholders.

This strategic plan is an update of the SDP 2017-2030 and developed in context of new government priorities, stakeholder needs, new forest product development, industry development, conservation objectives, reforestation, optimizing land use, managing national forest assets and emerging international obligations/issues, and landowner involvement. The four main areas under consideration are forests, watershed areas, coastal areas, and soil and land conservation. The SDP uses a holistic approach to life-cycle management of resources, for example: mapping and defining forest function classifications, defining forest protection areas, allocating harvest areas, facilitating industry access to resources and new product development, and identifying areas in need of restoration in collaboration with land owners. This will be carried out in collaboration with relevant stakeholders in defining forest areas in transition, and preservation and conservation of forested areas. The Ministry of Forestry is also taking into account national and international obligations, industry and private sector needs, as well as, the interests of citizens in this SDP.

The whole-lifecycle approach is important in helping develop sustainable industries, while addressing important issues associated with sustainable forests management and conservation. This approach will also facilitate achievement of the relevant Sustainable Development Goals (SDG), and national priorities in a cohesive and effective manner that can be monitored over the life of the SDP 2024-2030 via the stated outcomes and outputs within each subsequent Annual Operations Plan (AOP).

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

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

Finally, the SDP is structured in terms of six major priority areas and related initiatives that address global goals (accepted and adopted by Fiji,) National Development Plan targets, economic drivers, social imperatives, stakeholder needs, and efficiency measures. The seven year SDP has overarching

stated outcomes and the achievement of stated outcomes and outputs from each AOP will be monitored and will provide a measure of progress on the desired outcomes of the strategic plan. This approach builds a systematic monitoring and evaluation (M&E) criteria and capability for not only the AOPs, but also for the SDP, thus making measurement of progress on the SDP very transparent. All initiatives in AOPs will not only have targets and stated outputs, but will also explicitly provide contributions to the achievements of outcomes.



MINISTRY CORPORATE PROFILE



ROLES & RESPONSIBILITIES, LEGISLATIONS & POLICIES

Roles and Responsibilities

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

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

Legislation and Policies

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

Current Governing Legislations

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

Table 1: Forestry Sector Management

Legislations	Regulations	Policies	Plans	Manuals
• Forest Act 1992 • National Research Bill • Environment Management Act (EMA) • Biosecurity Promulgation • Native Land Trust Act 2012 (amended) • Climate Change Act 2021 • Investment Fiji Act 2022 • State Lands (Amendment) Act 2022	• Forest Sawmills Regulations 1968 • Preservative Timber Treatment Regulation 1992 • Forest Guard Regulations 1975 • Forest Fire Prevention Regulation 1972 • Environment Management (EIA Process) Regulation 2007 • Environment Management (Waste Disposal & Recycling) Regulation 2007	• Fiji Forests Policy 2007 • REDD+ Policy 2011 • Forest Certification • Draft Forests Plantation Policy • Fiji Climate Change Policy 2018-2030 • Public Private Partnership Policy 2019 • Draft Energy Policy 2013 • Fiji Rural & Land Use Policy 2005 • Fiji NDC Implementation Roadmap 2017-2030 • Fiji 2020 Agriculture Sector Policy • Policy for Gender in Agriculture Fiji (2022-2027)	• National Biodiversity Strategy and Action Plan (NBSAP) • Green Growth Framework (GGF) • National Development Plan (NDP) • National Adaptation Plan (NAP) 2018 • Mangrove Management Plan • Forestry Strategic Development Plan	• Fiji Forest Harvesting Code of Practice (FFHCOP) • Sandalwood Manual • Nursery Manual

Table 2: Organisational Management

Legislations	Regulations	Policies	Plans	Manuals
• Constitution of the Republic of Fiji 2013 • Financial Management Act 2004 • Tax Administration Decree 2009 • Fiji Health & Safety at Work Act 1996 • Civil Service Act 2016 • Act 2 of 2016 – Amendment to PSC Act • Employment Relations Promulgations 2007 & Employment Relations (Amendment) Act 2016	• Civil Service Regulation 2017 • Finance Instructions 2010 • Fiji Procurement Regulations & Amendments 2010	• General Order 2011 Terms & Conditions of Employment for GWE's 2010 • Ministry's Risk Management Policy	• MOF Training Plan • MOF Asset Management Plan • MOF Strategic Workforce Plan • Forestry Strategic Development Plan	• MOF HR Manual • MOF Finance Manual

Historical Background - Forest Legislation in Fiji:

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

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

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

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

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

Following the enactment of the Climate Change Act 2021 and the change in Government since December 2022, there was a need to make a fresh submission and review the draft 2016 Forest Bill. The Cabinet endorsement was sort and approval for the review was received early this year. The Ministry is currently undertaking the necessary steps to review the 1992 Forest Act with relevant stakeholders before it is resubmitted to Cabinet and Parliament for endorsement. This revised Act will take into account new initiatives and measures to ensure the sustainable management of Fiji's forests and forest products.

THE STRATEGIC FOCUS

Forests and forestry hold a special place in the socio-economic, environmental, and cultural arenas of Fiji. There is a long list of guiding documents, i.e. legislation, regulations and policies that have historically provided guidance for the forest sector in Fiji. The development of this Strategic Development Plan has been informed and guided by the various legislative documents mentioned above; current and emerging global commitments, and recent amendments in national documents, plans and priorities. In addition to this, the Ministry has also taken the approach of self-analysis to determine whether or not it is geared and structured adequately and has the capabilities to achieve what it has set out to achieve in the strategic plans. The Ministry is also critically analysing its personnel capabilities, qualifications and procedural efficiencies to harness the best possible performance-based outcomes.

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

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

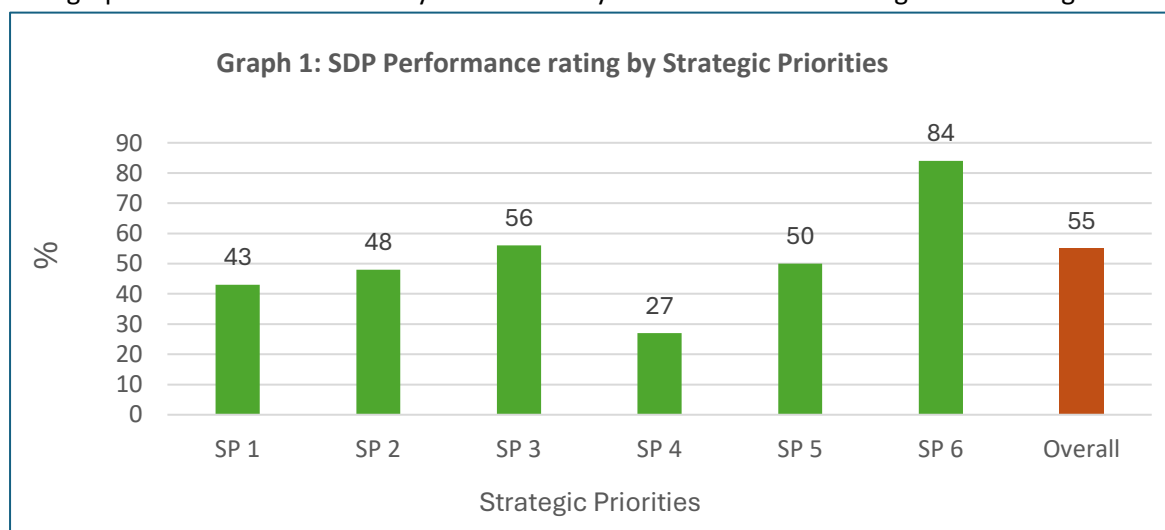
DEVELOPMENT OF SDP 2024-2030

Assessment of 2017-2030 SDP & development of 2024-2030 SDP

Six years into the implementation of the SDP 2017-2030, an assessment was conducted to ascertain the progress of achievement by the Ministry. This assessment was also necessary as an array of issues and initiatives came to light with the emergence of a new administration to run the Fijian Government and also due to changing global and local needs that were influenced by many factors.

Key performance indicators of the SDP 2017-2030 were assessed to ascertain the level of achievement by the Ministry. An overall achievement of 55.0% was noted after the monitoring and evaluation of SDP targets/KPIs achieved from year 2017 to year 2022. It should be noted that this is ahead of schedule, as we are only half way through the implementation of the SPD's time period. This was possible through the dedication of the Ministry staff and tremendous support from the management team, government and relevant stakeholders of the Ministry. The highest contribution was from the Strategic Priority 6, Organisation Effectiveness at 84% which saw the finalisation of most corporate documents, policies and financial documents, including the development of new online systems that is now making the difference in how the Ministry serves its stakeholders. The lowest contribution was from Strategic Priority 4, Stewardship, as this included work that needed to be phased out till 2030, such as long-term commitments to international obligations.

The graph below shows a summary of the Ministry's achievement according to the Strategic Priorities.



In developing the SDP 2024-2030, the Ministry conducted a mini review assessing its performance and looking at what is left to be achieved. This was done simultaneously while assessing the new priorities of the new government of the day, including the new NDP, and other emerging global issues following a few major historical events such as the Covid-19 Pandemic.

The existing vision and mission statements, strategic goals and strategic priorities were discussed at length and it was concluded that all will remain unchanged as they were still relevant and current to accommodate existing and new initiatives. The initiatives that have been achieved and those that were no longer relevant were eliminated from the Plan and replaced with new and prevalent initiatives that contributed to relevant strategic priorities and goals.

Ministry of Forestry Budget 2017-2022

The table below highlights the budget allocation to the Ministry from 2017-2022 which enabled the Ministry to carry out most of the key initiatives of the Strategic Plan.

Table 3: Budget Actuals

Budget Categories	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	FJ\$ 000					
Operating budget	11,756.9	13,012.9	11,578.4	10,080.1	9,579.7	10,931.7
Capital Budget	3,634.0	3,440.3	2686.6	4,898.1	2,658.6	5,990.0
VAT	630.0	612.3	537.0	716.0	280.7	770.7
Total	16,020.9	17,065.6	14,801.9	15,694.2	12,519.0	17,692.4

Forestry Projects

Table 4 below lists the Capital Projects in support of the new strategic plan that are funded, either in continuation or are being initiated, in the current fiscal year.

Table 4: Capital Projects 2022-2023

Capital Projects 2022-2023	Status	Desired Outcomes for Capital Projects 2022-2023
Upgrade of Office and Forestry Quarters.	Continuing	Improve working and living conditions for staff.
Fiji Pine Trust.	Continuing	- Enhance Fiji Pine Schemes in Fiji - Increase Forest Cover - Improve Community Livelihood
Reducing Emissions from Deforestation and Forest Degradation (REDD+).	Continuing	To co-finance and complete the Readiness Phase of the Emission Reduction Programme (ERP).
Sandalwood Development.	Continuing	- Sustainable supply of the sandalwood species. - Improve livelihood.
Reforestation of Degraded Forests (RDF) with indigenous & other species.	Continuing	Improve Fiji's forest cover, revive indigenous tree species and restored degraded forest landscapes.
Research and Development of Wood and Non Wood species.	Continuing	Identify and Promote lesser known species to our local timber trade industries.
Utilisation of Waste Wood.	Continuing	- Enhance value adding on our timber products. - Value adding on waste wood
Maritime Pine Development (Lakeba, Gau, Cicia, Kadavu).	Continuing	Optimum utilisation of matured Pine Plantation in the Maritime Areas.
		Value-adding of Forestry products
Forest Subsidy.	Continuing	Promote small cottage industries.
Monitoring, Control and Surveillance.	Continuing	Enhance compliance level of operations.
Upgrading and maintenance of Forest Parks.	Continuing	Improve Forest Park facilities to provide better services.

SUMMARY OF THE MINISTRY OF FORESTRY'S STRATEGIC GOALS

Due to their holistic nature and their relevancy to current issues and initiatives, the four Strategic Goals and six Strategic Priorities that were developed and published in the first edition of the Ministry's SDP 2017-2030, have been maintained for this second edition of the SDP. However, a few changes have been made to its cascading initiatives and KPIs to meet an array of emerging issues in light of recent global and local historical events.

These Strategic Priorities have specific initiatives to be carried out systematically in Annual Operational Plans and subsequently contribute to the desired Outcomes.

This document further provides details on how these outcomes will be achieved by sourcing initiatives/activities/projects for each Objective and desired outputs from the said activities.

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

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

The Key Performance indicators (KPIs) for each goal are articulated in Table 7, which provides details on the pathways associated with each of these strategic goals in terms of priorities and initiatives with targeted outputs that contribute towards the desired outcomes associated with each strategic goal. The progress towards achieving the desired outcomes of each strategic goal can be monitored via scrutiny of contributory outputs from the related initiatives and objectives.

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

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

Research and modelling, development of cohesive policies and regulations, negotiations with land owners and other stakeholders, development of the national forest estate and national parks, development of urban forests, development and regulation of the industry, financing, introduction of advanced technologies, improving capacities for replantation in the form of land and seedlings from nurseries are just a small representation of the various facets of the overall issues that need to be considered in achieving this strategic goal.

Desired Outcomes for Strategic Goal 1

There are two main desired outcomes for this strategic goal. The first is to put into place mechanisms that take into account the management of forests based on the whole life cycle of forests. This

includes harvesting, growth cycles, and reclamation of land, replanting, and utilisation (including development of forest based industries). These mechanisms are to include development of appropriate legislation, policies, initiatives and collaborations with stakeholders. The second desired outcome of this strategic goal is to achieve the national targets associated with forests in a sustainable manner. Developing forestry models and financing schemes, reviewing revenue and incentive streams, and identifying funding for activities associated with this goal will lead to a sustainable life cycle management of the forest resources environment in Fiji.

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

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

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

Desired Outcomes for Strategic Goal 2

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

Strategic Goal 3 - Contribute positively to the Global Environment

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

Fiji's Nationally Determined Contributions (NDC) and commitment to the Sustainable Development Goals (SDG), Convention on Biological Diversity (CBD), the United Nations Forum on Forests (UNFF), and the United Nations Framework Convention on Climate Change (UNFCCC) are just a few examples of how Fiji sees itself contributing to the environmental and climate change initiatives globally.

Bringing together and correlating efforts in various areas to comprehensively, consistently and continuously address the balance between conservation, economic development, commitment to international environmental goals, social responsibility, and exploitation of resources is an imperative targeted by this stated strategic outcome. The Green Growth Framework, National Biodiversity

Strategy and Action Plan, and developing initiatives to further achieve Fiji's Carbon Market goals and Emissions goals are some of the areas where Fiji will continue to develop to contribute positively towards the Global Environment.

Desired Outcomes for Strategic Goal 3

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

Strategic Goal 4 – Substantially improve service delivery

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

Desired Outcomes for Strategic Goal 4

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

SUMMARY OF STRATEGIC PRIORITIES FOR SDP 2024-2030

There are six main strategic priority areas with fifteen associated outcomes for this strategic plan that correlate the needs, ambitions, growth, and desired outcomes with specific initiatives and the impact they will produce towards the desired outcomes. These six strategic priority areas are:

1. Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines and Compliance
2. Strategic Priority 2: Sustainable Forests Management Frameworks and Implementation
3. Strategic Priority 3: Capacity Building (Ministry and Stakeholders)
4. Strategic Priority 4: Stewardship
5. Strategic Priority 5: Forest Financing
6. Strategic Priority 6: Organisation Effectiveness

Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance

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

Strategic Priority 2: Sustainable Forests Management Frameworks and Implementation

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

Strategic Priority 3: Capacity Building (Ministry and Stakeholders)

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

Strategic Priority 4: Stewardship

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

Strategic Priority 5: Forest Financing

The fifth strategic priority area is all about looking at, developing, improving and/or implementing financial strategies and mechanisms to support sustainable management of forests. Whether it is the cost and impact of logging permits; the cost of regeneration and maintenance of national forest estates; costs related to carbon trading; or sustainability of forest assets and efforts, it is all dependent upon appropriate financial models being developed and implemented. The best laid plans are ineffective if they cannot be adequately funded.

Strategic Priority 6: Organisation Effectiveness

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

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

Table 5: Relationship between Strategic Priorities, Outcomes and Strategic Goals

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

Strategic Priority	Outcomes /Impact statements	Strategic Goals Contributed To
Strategic Priority 5: Forest Financing	Outcome 9: Development & enhancement of Forest financing mechanisms related to conservation and protection measures.	SG 1: Establish sustainable life cycle management of forest resources in Fiji.
Strategic Priority 6: Organisation Effectiveness	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems	SG4: Substantially improve service delivery
	Outcome 11: Build capacity and efficiency in Human Resource Department	
	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	
	Outcome 13: Enhance Planning and Assessment capabilities	
	Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders	
	Outcome 15: Cooperation of citizens in achieving national/international goals and creating socially responsible & better informed citizens.	

A detailed relationship between the various Strategic Priority areas and Strategies with their corresponding Outcomes and KPIs of each Strategic Goal is presented in Table 6.

RISKS AND MITIGATION

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

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

The SDP is implemented through yearly Annual Operational Plans (AOPs). The format of the AOPs presents initiatives and targets linked to the wider current national targets on one hand, and the SDP annual targets on the other hand. Each subsequent AOP will address the annual national development targets, and illustrate progress towards the SDP Outcomes. The AOP, in effect, will become a key Monitoring and Evaluation (M&E) system component for the SDP 2024-2030. This approach is also significant in that the yearly development of the AOP will precede the Budgeting cycle, thus providing an accurate financial picture for the following fiscal year. This will assist the Ministry in presenting more functional rather than sectorial budgets. This structure is significant in that it will allow for operational risk management on an annual basis to mitigate any long term risks for the SDP from developing unnoticed or unaddressed.

Capital Projects are an important component and contributor towards achieving strategic objectives. The Ministry is mandating risk assessment and mitigation as an integral component of capital project planning. Table 10 in Appendix C provides an example of risk assessment and mitigation for all capital projects associated with the current operational plans. This table will be updated each year for relevant capital projects associated with the operational plans for that year.

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

WORKFORCE DEVELOPMENT

With the development of the SDP, this brings to forefront the correlation needed between knowledge management and achieving the desired outcomes of this long-term plan.

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

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

The Ministry is taking a holistic view of workforce development, extending from professional development for its own employees to developing opportunities for the industry, as well as, supporting the development of the next generation employees and leaders in the sector. In doing so the Ministry has developed its Strategic Workforce Plan (SWP) and reviews it annually to keep it updated and relevant.

SDP 2024-2030 FORESTRY NDP GOALS, POLICIES, STRATEGIES

The following table provides the link from the National Development Plan to the context of the Ministry Initiatives. The table also define the various policies, national strategies and how the Ministry will support the initiatives through proper planning, implementation, monitoring and evaluations.

Table 6: 2024-2030 Goals, Policies and Strategies

National Goal: Sustainable Management and Development of Forestry Resources

Policies	National Strategies	Ministry Initiatives
Strengthen sustainable forest management	Strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation. Promote long-term leasing mechanisms to support forest conservation, forest concession and plantation leases. Undertake monitoring activities across the forestry value chain including, inter alia, timber processing facilities and sawmills.	▪ Continue to strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation. ▪ Continue to promote long-term leasing mechanisms to support forest conservation, forest concession and plantation leases. ▪ Continue to undertake monitoring activities across the forestry value chain including, inter alia, timber processing facilities and sawmills. ▪ Develop Divisional Forest Management Plans. ▪ Establishment and Maintenance of Forest Protected Areas. ▪ Rehabilitate degraded coastal areas. ▪ Consolidate and review the implementation of conservation and protection measures for Forest Resources. ▪ Reforest degraded/vulnerable forest areas. ▪ Develop database for research data collection and documentation. ▪ Development of Urban Forestry Policy
Review of policies, laws and regulations	Review and update legislation and regulation to meet the goal of sustainable forestry management and meet Fiji's international commitments.	▪ Spearhead review and update legislation and regulation to meet the goal of sustainable

Policies	National Strategies	Ministry Initiatives
	Review and update as required the REDD+ Policy, Forest Act 1992, National Plywood Standard, National Rural and Forest Fire Strategy, Sawmill Regulations, Forest Preservative Treatment Regulation, National Code of Practice in Wood Processing, and Fiji Forest Harvesting Code of Practice 2013.	forestry management and meet Fiji's international commitments. ▪ Spearhead review and update as required the REDD+ Policy, Forest Act 1992, National Plywood Standard, National Rural and Forest Fire Strategy, Sawmill Regulations, Forest Preservative Treatment Regulation, National Code of Practice in Wood Processing, and Fiji Forest Harvesting Code of Practice 2013.
Encourage private sector participation in plantation and growth of timber product development	Develop a Plantation Policy that will ensure better management, development, and production. Support the formulation of a National Land Use Plan. Provide the enabling environment for private sector investment in plantation development and value-added production. Continue supporting both Fiji Hardwood Corporation Limited (FHCL) and the Fiji Pine Trust in their operations and development.	▪ Support the development of Plantation Policy. ▪ Support the formulation of a National Land Use Plan. ▪ Support enabling environment for private sector investment in plantation development and value-added production. ▪ Continue supporting both Fiji Hardwood Corporation Limited (FHCL) and the Fiji Pine Trust in their operations and development.
Encourage the growth of wood and non-wood forest product development	Strengthen wood and non-wood forest product research, development, and promotion through the provision of appropriate infrastructure and expertise including facilities, machines and equipment. Support MSMEs in the development of niche products. Review and pursue re-planting strategies of pine trees locally in villages. Provide portable sawmills to villages for building houses in rural interior areas.	▪ Support the strengthen of wood and non-wood forest product research, development, and promotion through the provision of appropriate infrastructure and expertise including facilities, machines and equipment. ▪ Continue to support and develop MSMEs. ▪ Support the review of re-planting strategies of pine trees in rural and maritime areas. ▪ Support rural and maritime for rehabilitation services. ▪ Development of Non-Wood Forest Product Policy

Policies	National Strategies	Ministry Initiatives
Establish sustainable life cycle management of forest resources in Fiji	Refine, review, update and develop relevant policies, regulations, certifications, and standards to support the aim of sustainable forest management in Fiji.	Support and provide enabling environment to refine, review, update and develop relevant policies, regulations, certifications, and standards to support the aim of sustainable forest management in Fiji
Introduce and implement Sustainable Forests Management Frameworks	Conduct forest resource assessment, forest inventory and production of forest maps. Develop the Emissions Reduction Programme for Fiji. Develop and refine the National Forest Inventory to include functions for both wood and non-wood. Develop plans for the sustainable management of forest resources through the development of relevant forestry related models including the development of volume and biomass allometric equations for the major tree species of Fiji. Develop or enhance Forest Monitoring Systems and Review Overall Governance Framework of forest related boards and committees.	- Support and conduct forest assessment, forest inventory and production of forest maps. - Support the development and implementation of the Emissions Reduction Programme in Fiji. - Support the development and refinement of the National Forest Inventory to include functions for both wood and non-wood. - Support the development of plans for the sustainable management of forest resources through the development of relevant forestry related models including the development of volume and biomass allometric equations for the major tree species of Fiji. - Support the development or enhance Forest Monitoring Systems and Review Overall Governance Framework of forest related boards and committees.
Improve capacity and capability to strengthen sustainable forest management	Enhance creativity and innovation, including entrepreneurship at all levels of education and training related to forest management. Enhance forest research capabilities. Enhance regional and international collaboration on training and applied research for forestry. Equip and use state of the art technology of Remote Sensing and Geographical Information System.	- Provide enabling environment to enhance creativity and innovation, including entrepreneurship at all levels of education and training related to forest management. - Support and implement the enhancement of forest research capabilities. - Continue to support regional and international collaboration on training and applied research for the forestry sector.

Policies	National Strategies	Ministry Initiatives
		Continue to seek and support the equip and use state of the art technology of Remote Sensing and Geographical Information System.
Improve the socioeconomic impact of Forests Stewardship	Provide technical training and support to all stakeholders. Establish Forest Products Marketing Framework. Promote community-based businesses for product development and suppliers to the local market. Provide technical support for the utilization of wood residues from forest harvesting areas and timber processing facilities. Increase participation of youth and women in forest-related businesses through initiatives such as technical training. Develop the standard of forest products to comply with international standards.	- Continue to provide technical training and support to all stakeholders. - Support the establishment of the Forest Products Marketing Framework. - Provide enabling environment for community-based businesses for product development and suppliers to the local market. - Continue to provide technical support for the utilization of wood residues from forest harvesting areas and timber processing facilities. - Promote participation of youth and women in forest-related businesses through initiatives such as technical training. - Support the development of the standard of forest products to comply with international standards.
Contribute positively to the Global Environment	Ensure Fiji meets its international obligations covering, where relevant, United Nations SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations under the United Nations Framework Convention on Climate Change. Develop a coherent and inclusive Carbon Trading Policy and mechanisms. Develop outreach programmes on Climate Change and REDD+. Collaborate with Municipal Councils and other relevant stakeholders on the development of an urban forestry programme.	- Adopt national SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations. - Support and develop a coherent and inclusive Carbon Trading Policy and mechanisms. - Continue outreach programmes on Climate Change and REDD+. - Continue to collaborate with Municipal Councils and other relevant stakeholders on the development of an urban forestry programme. - Promote the participation of women in forest related activities through the development of various tools including the development of initiatives and guidelines.

Policies	National Strategies	Ministry Initiatives
	Enhance the participation of women in forest related activities through the development of various tools including the development of initiatives and guidelines.	
Review current legislative framework on mahogany and other forestry resources to empower and raise benefits to iTaukei investors	Review the Mahogany Industry Development Act 2010 to ensure it aligns with the overall goal of sustainable forest management, to improve governance and encourage the development of the sector. Review and amend the Fiji Pine Act 1990 to ensure it aligns with the overall goal of sustainable forest management. Encourage iTaukei Institutions ownership of FHCL.	▪ Spearhead the review of the Mahogany Industry Development Act 2010 to ensure it aligns with the overall goal of sustainable forest management, to improve governance and encourage the development of the sector. ▪ Spearhead the review and amendment of the Fiji Pine Act 1990 to ensure it aligns with the overall goal of sustainable forest management.

SDP 2024-2030 STRATEGIC GOALS, PRIORITIES, OUTCOMES

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

Table 7: 2024-2030 Goals, Priorities and Outcomes

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
Strategic Priority 1: Cohesive Legislation, Regulation, Policy, Guidelines & Compliance	SG 1: Establish sustainable life cycle management of forest resources in Fiji	Review and update legislation and regulation to meet the goal of sustainable forestry management and meet Fiji's international commitments. Review and update as required the REDD+ Policy, Forest Act 1992, National Plywood Standard, National Rural and Forest Fire Strategy, Sawmill Regulations, Forest Preservative Treatment Regulation, National Code of Practice in Wood Processing, and Fiji Forest Harvesting Code of Practice 2013. Review the Mahogany Industry Development Act 2010 to ensure it aligns with the overall goal of sustainable forest	Outcome 1: Inclusive and coherent legislative, regulatory, policy and compliance environments for Sustainable Forest Management.	- Review of the Forest Act 1992 and enactment by 2025. - Review and endorsement of the Sawmill regulation - Review and endorsement of the Treatment Plant Regulation. - Development and endorsement of the Planted Forests Policy by 2025. - Increased stock in forest plantations by 10.0% by 2030 through the adoption of the Planted Forests Policy. - Emission Reduction Program Operation Manual developed by 2025. - REDD+ Policy developed and endorsed by 2025. - Forest Certification developed and adopted by 2025. - National Plywood Standard developed and adopted by 2024.

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		management, to improve governance and encourage the development of the sector. Review and amend the Fiji Pine Act 1990 to ensure it aligns with the overall goal of sustainable forest management.		▪ National Code of Wood Processing developed and adopted by 2024. ▪ FFHCOP 2013 reviewed, endorsed and adopted by 2024. ▪ Establishment of Taskforce to encourage iTaukei Institution's ownership of FHCL: aim for shares in FHCL distributed to iTaukei landowners to equal 10%
Strategic Priority 2: Enhance Sustainable Forests Management Frameworks and Implementation	SG 1: Establish sustainable life cycle management of forest resources in Fiji	Conduct forest resource assessment, forest inventory & production of forest maps. Implement the Emissions Reduction Programme. Develop and Refine National Forest Inventory (NFI) to include functions for both wood and non-wood Develop volume and biomass allometric equation for the major tree species of Fiji. Produce Forestry related Models.	Outcome 2: Strengthen forest resource management frameworks in support of legislative and policy imperatives and create sustainable assets with appropriate controls. Focus includes Forest Management, Watershed, Coastal areas, and Soil/Land conservation.	▪ Emissions Reduction Program fully implemented by 2025. ▪ Forest Monitoring Systems developed and adopted by 2025. ▪ Increased forest cover by 4% by 2030, from 60% to 64%.. ▪ 2021/2022 NFI completed and results endorsed and published by 2026. ▪ Permanent Sample Plots established and measured annually. ▪ At least 2 forest reserves/parks identified and gazette by 2030 to increase the number from of forest reserves and parks under long term conservation from 17 to 19.

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Develop Plans for the sustainable management of forest resources by functionality and allometry.		▪ Contribution to the achievement of 17% National target for Protected Areas by 2030. ▪ Forest Reference level for Fiji determined by 2025. ▪ Carbon trading by 2025 as the outcome of the ERPA. ▪ Contribute to the determination of Blue Carbon by 2025. ▪ Annual Allowable Cut (AAC) for top 10 commercial native species determined by 2026. ▪ Develop at least 2 new online licensing systems by 2030. ▪ Development of Plantation Policy that will ensure better management, development and production.
		Develop and enhance Forest Monitoring Systems		
		Review Overall Governance Framework of forest related boards and committees		
		Strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation.		
		Promote long-term leasing mechanisms to support forest conservation, forest concession and plantation leases		
		Undertake monitoring activities across the forestry value chain including, inter alia, timber processing facilities and sawmills.		

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
Strategic Priority 2: Sustainable Forests Management Frameworks And Implementation	SG 1: Establish sustainable life cycle management of forest resources in Fiji	Develop Divisional Forest Management Plans	Outcome 3: Enhance implementation/ adoption of Sustainable Forest Management practices (maintaining and enhancing multiple forest values through human interventions).	30 million trees (and mangroves) planted by 2030. 600ha planted annually. - Compliance towards the FFHCOP 2013 is improved – non-compliance cases reported reduced by 5% by 2030. - Efficient & transparent licensing standard to all stakeholders - Forest cover increases by 4% (including mangroves) by 2030. - Increase the restoration of mangrove ecosystems from 47,000ha to 50,000ha by 2030. - At least 2 new databases are developed by 2030.
		Establishment and Maintenance of Forest Protected Areas		
		Rehabilitate degraded coastal areas		
		Consolidate and review implementation of conservation and protection measures for Forest Resources		
		Reforest degraded/vulnerable forest areas		
		Develop database for research data collection and documentation		
Strategic Priority 3: Capacity Building (Ministry & Stakeholders)	SG 4: Substantially improve service delivery	Enhance creativity and innovation, including entrepreneurship, at all levels of education and training.	Outcome 4: Enhance knowledge development through Education, Research, and Training for the Ministry.	- At least 2 new Training Programs & Modules developed and adopted by 2027. - New Forest research facilities developed by 2030. - Existing research facilities upgraded by 2027.
		Enhance Forest Research Capabilities.		

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Enhance regional and international collaboration on Trainings and Applied Research for Forestry		Annual ArcGIS subscriptions and implementation of latest software applications for forest related maps.
		Equip and use state of the art technology of Remote Sensing and Geographical Information System		
	SG 2: Improve the socio-economic impact of Forests	Provide technical training and support to the Ministry's stakeholders	Outcome 5: Capacity & capability development and enhancement for the Ministry's stakeholders through joint Agreements & Partnerships	- At least 5 new MOUs/MOAs developed by 2030. - At least 1 non-wood product industry developed by 2025. - At least 3 new technical training programs developed & Introduced by 2030.
Strategic Priority 4: Stewardship	SG 2: Improve the socio-economic impact of Forests	Support MSMEs in the development of niche products. Strengthen wood and non-wood forest product research, development, and promotion through the provision of appropriate infrastructure and expertise including facilities, machines and equipment.	Outcome 6: Support commercial development, businesses and products related to Forestry Sector and encourage the participation of youths and women in forestry related businesses	- Annual export earnings from Forest sector including value adding increases by 50.0% by 2030. - Increase in employment by 2.0% in the Forest Sector by 2030. - An increase of at least 2% in number of businesses owned by Youths and Women in the Forest Sector by 2030.

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Establish Forest Products Marketing Framework.		▪ An increase by at least 2% in Forest Sector contribution to GDP by 2026. ▪ Increase in number of MSMEs supported through the Forest Subsidy Programme. ▪ Development of Forest Products Marketing Framework
		Review and pursue re-planting strategies of pine trees locally in villages.		
		Provide portable sawmills to villages for building houses in rural interior areas.		
		Support the formulation of a National Land Use Plan.		
		Provide the enabling environment for private sector investment in plantation development and value-added production.		
		Continue supporting both Fiji Hardwood Corporation Limited (FHCL) and the Fiji Pine Trust in their operations and development.		

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Provide technical support for the Utilization of wood residues from forest harvesting areas and timber processing facilities.		
		Increase participation of youth and women through technical training in value adding for forest-related businesses.		
		Develop the standard of forest products to comply with international standards.		
Strategic Priority 4: Stewardship	SG 3: Contribute positively to the Global Environment	Adopt national SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations	Outcome 7: Global participation in Forestry Initiatives and Standards (including carbon trading)	- Achievement of at least 2 of Fiji's commitments to international obligations by 2030. - Carbon trading policy and financing mechanism developed and adopted by 2025. - New Agroforestry plots developed annually. - Establishment of at least 2 Community-based Forest Parks and Forest/Nature Reserves by 2030 to increase the number from of forest reserves and parks under long term conservation from 17 to 19
		Develop a coherent and inclusive Carbon Trading Policy and mechanisms		
		Develop Outreach Programs on Climate Change and REDD+	Outcome 8:	Outreach Programs developed and adopted annually.

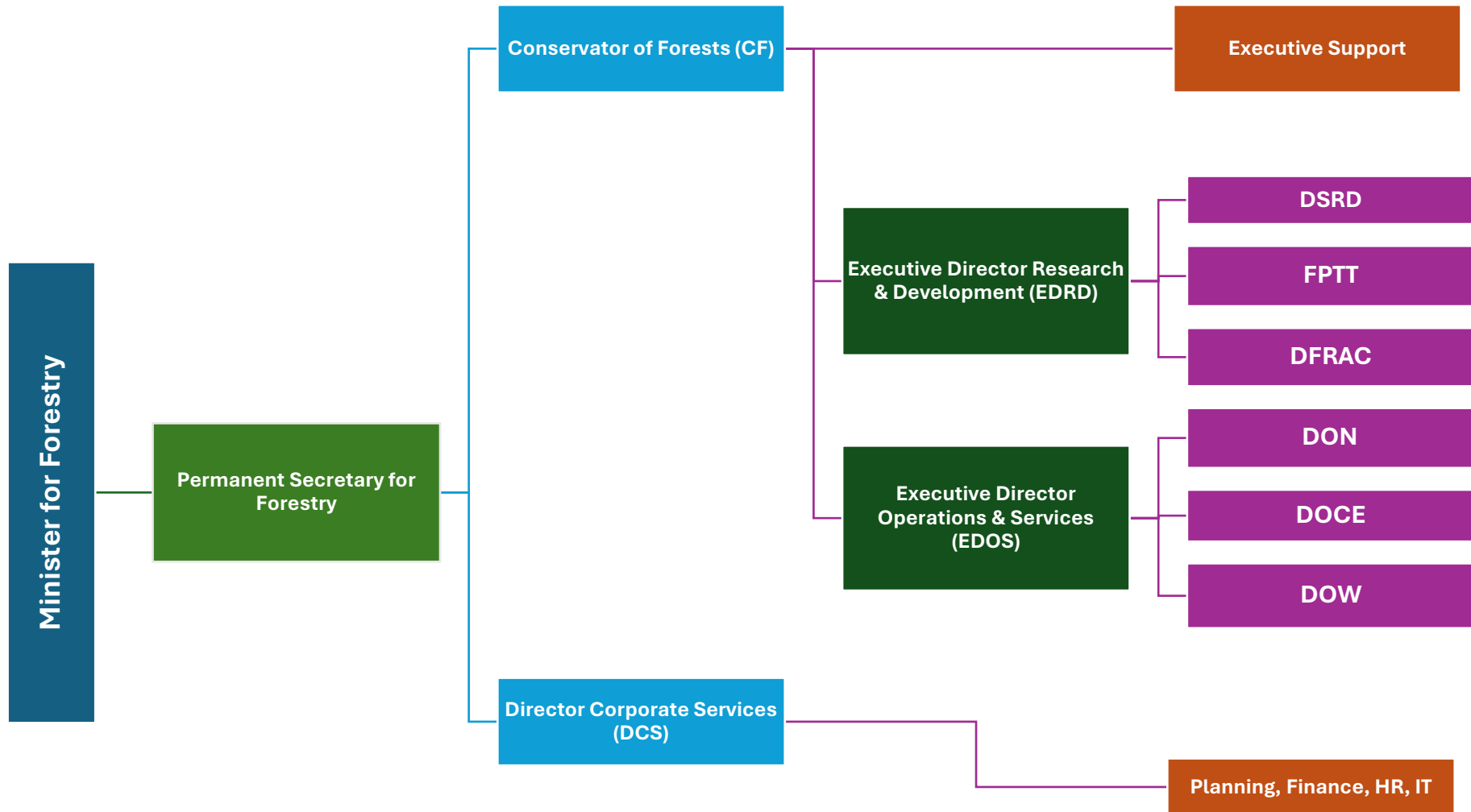
Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Develop Fiji as a hub for Outreach	Foster awareness and social responsibility (Climate change mitigation & adaptation, good citizens, gender equality, disability issues etc.)	- Gender Policy for the MoF developed by 2025 (aligned to the National Gender Policy). - Increase by at least 10% in women participation in forestry related activities by 2030.
		Enhance women participation in forest related activities with the development of a Guideline.		
Strategic Priority 5: Forest Financing	SG 1: Establish sustainable life cycle management of forest resources in Fiji	Develop financing mechanisms related to conservation and protection measures	Outcome 9: Development & enhancement of Forest financing mechanisms related to conservation and protection measures.	Review Benefit sharing mechanism by 2027.
Strategic Priority 6: Organization Effectiveness	SG 4: Substantially improve service delivery	Evaluate, Review and Improve Revenue & Asset Management for the Ministry.	Outcome 10: Increased transparency and efficiency of Forest Revenue Systems	- Financial management system evaluated, reviewed & improved annually. - Finance Manual developed annually. - Asset management reviewed and improved annually.
		Review HR Policies/ Guidelines/Manuals	Outcome 11: Build capacity and efficiency in Human Resource Department	- All policies/guideline/ manuals developed/reviewed by 2026. - Vacant posts processed within 6 months of advertisement or within the required timeframe.
		Compliance with OMRS & Recruitment Selection Policy		

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Review Ministerial Organizational structure, Job Descriptions and Qualifications in context of current and future needs		- Revise organization structure to address current & future needs. - Forestry Statistics reports produced on a monthly, quarterly and annual basis.
		Utilize Information Management to more effectively support decisions and planning.	Outcome 12: Improve information gathering, sharing & management to more effectively support decisions and planning.	- All cabinet decisions implemented within the required timeframe. - All speeches and parliament responses are developed in a timely manner and endorsed by the Minister.
		Develop a planning cycle for the Ministry Coordinated M & E Activities for Operational and Strategic Objectives.	Outcome 13: Enhance Planning and Assessment capabilities	- Feedback Grievance Redress Mechanism (FGRM) System established and operational by 2026. - Approved audited Annual Reports developed each year. - Ministry Plans are developed annually. - Ministry's M&E Framework developed annually. - Established of a new M&E Unit
		Transparent reporting that adheres to Financial Guidelines/Instructions/Manuals .		
		Establish & Operationalize the Feedback and Grievances Redress Mechanism (FGRM).		

Strategic Priority	Strategic Goals Contributed To	Initiatives/Strategies	Outcomes	KPIs
		Develop a Communications plan or strategy with stakeholders and Support Operation of Communication Systems	Outcome 14: Improve Communications within the Ministry and between the Ministry and Stakeholders	- Communication plan/strategy developed by 2025. - All Communication systems within the Ministry developed & upgraded by 2025.
		Facilitate collaborations with other Ministries, Partners and Stakeholders to collectively achieve Ministerial goals	Outcome 15: Cooperation of citizens in achieving national/international goals and creating socially responsible & better-informed citizens	- Forestry Stakeholder conference conducted annually. - Outreach/ Media Strategy developed by 2025. - Newsletters published & disseminated on a quarterly basis each year. - Compendium of forestry articles published annually. - Ministerial Tours conducted annually to remote rural areas promoting the forestry agenda.
		Develop and extend Outreach by the Ministry to remote stakeholders and partners.		

APPENDICES

Appendix A: Ministry of Forestry Organizational Chart



Appendix B: Forestry NDP Goal, Policies & Strategies

Table 8: Forestry NDP Goal, Policies, Strategies

Goal: Sustainable management and development of forestry resources	
Policies	Strategies
Strengthen sustainable forest management.	- Strengthen efforts on forest conservation, sustainable forest harvesting practices and climate change mitigation and adaptation. - Promote long-term leasing mechanisms to support forest conservation, forest concession and plantation leases. - Undertake monitoring activities across the forestry value chain including, inter alia, timber processing facilities and sawmills.
Review of policies, laws and regulations	- Review and update legislation and regulation to meet the goal of sustainable forestry management and meet Fiji's international commitments. - Review and update as required the REDD+ Policy, Forest Act 1992, National Plywood Standard, National Rural and Forest Fire Strategy, Sawmill Regulations, Forest Preservative Treatment Regulation, National Code of Practice in Wood Processing, and Fiji Forest Harvesting Code of Practice 2013.
Encourage private sector participation in plantation development.	- Develop a Plantation Policy that will ensure better management, development, and production. - Support the formulation of a National Land Use Plan. - Provide the enabling environment for private sector investment in plantation development and value added production. - Continue supporting both Fiji Hardwood Corporation Limited (FHCL) and the Fiji Pine Trust in their operations and development.
Encourage the growth of timber product development.	- Develop a Plantation Policy that will ensure better management, development and production from plantations. - Formulation of a National Land Use Plan. - Provide the enabling environment for private sector investment in plantation development. - Continue Fiji Hardwood Corporation Limited's (FHCL) re-planting programme.
Establish sustainable life cycle management of forest resources in Fiji.	Refine, review, update and develop relevant policies, regulations, certifications, and standards to support the aim of sustainable forest management in Fiji.

Goal: Sustainable management and development of forestry resources	
Policies	Strategies
Introduce and implement Sustainable Forests Management Frameworks	- Conduct forest resource assessment, forest inventory and production of forest maps. • Develop the Emissions Reduction Programme for Fiji. - Develop and refine the National Forest Inventory to include functions for both wood and non-wood. - Develop plans for the sustainable management of forest resources through the development of relevant forestry related models including the development of volume and biomass allometric equations for the major tree species of Fiji. - Develop or enhance Forest Monitoring Systems and Review Overall Governance Framework of forest related boards and committees.
Improve capacity and capability to strengthen sustainable forest management	- Enhance creativity and innovation, including entrepreneurship at all levels of education and training related to forest management. - Enhance forest research capabilities. - Enhance regional and international collaboration on training and applied research for forestry. - Equip and use state of the art technology of Remote Sensing and Geographical Information System.
Improve the socioeconomic impact of Forests Stewardship	- Provide technical training and support to all stakeholders. - Establish Forest Products Marketing Framework. - Promote community-based businesses for product development and suppliers to the local market. - Provide technical support for the utilization of wood residues from forest harvesting areas and timber processing facilities. - Increase participation of youth and women in forest related businesses through initiatives such as technical training. - Develop the standard of forest products to comply with international standards.
Contribute positively to the Global Environment	- Ensure Fiji meets its international obligations covering, where relevant, United Nations SDG targets, Global Forest Goals, CBD-Aichi Targets and other international obligations under the United Nations Framework Convention on Climate Change. - Develop a coherent and inclusive Carbon Trading Policy and mechanisms. - Develop outreach programmes on Climate Change and REDD+. - Collaborate with Municipal Councils and other relevant stakeholders on the development of an urban forestry programme. - Enhance the participation of women in forest related activities through the development of various tools including the development of initiatives and guidelines.
Review current legislative framework on mahogany and other forestry resources to empower and raise benefits to iTaukei investors	- Review the Mahogany Industry Development Act 2010 to ensure it aligns with the overall goal of sustainable forest management, to improve governance and encourage the development of the sector. - Review and amend the Fiji Pine Act 1990 to ensure it aligns with the overall goal of sustainable forest management. - Encourage iTaukei Institutions ownership of FHCL.

Table 9: Key Performance Indicators

Indicators	Baseline	3 Years (2025-2027)	5 Years (2025-2029)
Forest reserves and parks under long term conservation (number)	17	18	19
Forest area as proportion of total area (%)	60	63	64
Restoration of mangrove ecosystem (ha)	47,000	48,000	50,000
Reforestation of Degraded Areas (\$m)	1	1.8	2.8
Protection of 17% of total land mass under Protected Area for Biodiversity Conservation (Aichi Target)	7	11	17
Shares in FHCL distributed to iTaukei landowners (%)	0	Govt - 90; FMT - 10	NA
Shares in new FHCL mahogany milling and processing subsidiary (%)	0	FHCL - 49; iTaukei Institutions - 20; Landowner Trust - 21; Strategic Investors - 10	NA

Appendix C: Risk Assessment and Mitigation of Capital Projects

Table 10: 2022-2023 Capital Projects and Risk Assessment

Capital Projects 2022-2023	Desired Outcomes for Capital Projects 2022-2023	Risks	Mitigation Plan
Upgrade of Office and Forestry Quarters.	Improve working and living conditions for staff.	- Funding – estimated funding not available - Changing scope mechanism (alignment with MOIT & CIU) - Contractors not meeting scope of work	- Make budget request submission for the next fiscal year - Re-alignment and resubmission in the next fiscal year - MOF to closely monitor work progress
Fiji Pine Trust.	Enhance Fiji Pine Schemes in Fiji	- Less knowledge on plantation management and Financial/Business management - Lack of seedlings supply to meet demand - Transportation & Markets	- Capacity building for communities/resource owners/ Pine scheme managers - Set up fly nurseries - Provide reliable transportation & Secure markets
	Increase forest cover	- Natural disasters (for existing plantation) - Access to land - Handling & transportation of seedlings	- Contingency plan for Natural Disasters - Contracts with landowners/rewards provided - Build nurseries close to plantations
	Improve community livelihood	- Lack of Funds - Non-engagement of communities - Dealing with unscrupulous buyers	- Budget submission - Contracts with landowners/rewards provided? - Agreement to be vetted by MoF and avoid advancing of payment.
Reducing Emissions from Deforestation and Forest Degradation (REDD+).	To co-finance and complete the Readiness Phase of the Emission Reduction Programme (ERP).	- Lack of local expertise (extraordinary dependence on overseas consultants) - Accreditation of local financial institution to receive funds from NGOs & International donors - Lack of qualified/experienced staff (esp. in MRV) - Roll out of capacity within Forestry on REDD+ once carbon financing is established. - Availability of data that can be analysed for reference level	- Develop local REDD+ expertise and involve forestry officers in REDD+ - Get a local financial institution accredited - Capacity building for staff/forestry officers in MRV - Involve established staff in REDD+ during readiness and implementation of ERP and incorporate REDD+ in relevant Division output - Proper data sourcing, storage and accessibility within the Ministry

Capital Projects 2022-2023	Desired Outcomes for Capital Projects 2022-2023	Risks	Mitigation Plan
Sandalwood Development.	Sustainable supply of the sandalwood species.	- Supply of seedlings - Survival rate of seedlings/viability of seedlings - Asset protection (sandalwood stolen) - Forest fire	- Develop new nurseries & provide incentives - Develop seed orchards have Qualified staff to handle seedlings and capacity building for communities - Develop Sandalwood regulation - Develop Forest Fire Strategy
	Improve livelihood	- Access to Markets - Dealing with unscrupulous buyer	- Develop infrastructure to access markets. - Assist in the development of Sandalwood growers and buyers associations. - Agreement to be vetted by MoF and avoid advancing of payment
Research and Development of Wood and Non Wood species.	Identify and Promote lesser known and lesser use species to our local timber trade industries.	- Outdated research and lab facilities - Under skilled research staff - Research results not accepted by Timber Industries/Markets	- Improve/Upgrade on research and lab facilities - Training/capacity building for staff in specialized areas of research - Promote results/products and build awareness
Utilisation of Wood.	Enhance value adding on our timber products. Value adding on waste wood	- Lack of specialized value-adding machines - Under skilled staff (lack of technical know-how)	- Purchase of value –adding machines - Training & capacity building for staff (local & abroad)
Maritime Pine Development (Gau, Cicia, Kadavu, Lakeba).	Optimum utilisation of matured Pine Plantation in the Maritime Areas	- Transportation of forest products to the main land - Lack of skilled people	- Collaboration with relevant stakeholder on the consistency of the vessel schedules - Training/Capacity building for community
	Value-adding of Forestry products	- Availability of machine operators is limited - Transportation costs - Landowner disputes - Lack of Funds	- Training for machine operators - Increase budget in next fiscal year - Consultation on the benefits to Scheme owners - Increase budget request

Capital Projects 2022-2023	Desired Outcomes for Capital Projects 2022-2023	Risks	Mitigation Plan
Forest Subsidy.	Promote small cottage industries.	▪ Lack of funds to support cottage industries	▪ Increase budget submission
Monitoring, Control and Surveillance.	Ensure compliance level of operations.	▪ Outdated MCS methods/techniques ▪ Outdated Harvesting Code of Practice – lead to non-compliance	▪ Upgrade MCS method ▪ Review of the Harvesting Code (FFHCOP)
Reforestation of Degraded Forests (RDF).	Improve Fiji's forest cover, revive indigenous tree species and restored degraded forest landscapes.	▪ Land issues – consent from owners ▪ Lack of seed sources ▪ Forest fires ▪ Poor maintenance of established plantations/continued degradation by invasive species	▪ Agreement with Landowners ▪ Develop seed banks/nurseries ▪ Develop Forest Fire Strategy ▪ Plantation Management Plan/ Funding to control invasive species
Upgrading and maintenance of Forest Parks.	Improving Forest Park facilities to provide better services.	▪ Lack of qualified staff to carry out activities ▪ Lack of funding for improvements to park facilities ▪ Lack of expertise in certain areas e.g. landscaping ▪ Economical risks ▪ Environmental risks ▪ Human risks	▪ Capacity building for staff ▪ Increase budget in next fiscal year ▪ Outsource ▪ Economical risks ▪ Strengthen stakeholders partnerships ▪ Improve Marketing ▪ Business driven Approach ▪ Environmental risks ▪ Biodiversity Promotions & Awareness ▪ Strengthen stakeholders partnership ▪ More Training ▪ Human risks ▪ Change Mind-sets ▪ Capacity Building ▪ Business driven concept Training

Appendix D: MoF Contact Information

Forestry Office	Location	Phone
Headquarters	Takayawa Building, Augustus Street, Toorak, Suva	3301 611
Forest Research & Development Division	Colo-i-Suva Forestry Station	332 2311
Forest Resource Assessment	Colo-i-Suva Forestry Station	332 0667
Forest Parks & Reserves	Colo-i-Suva Forestry Station	332 0211
Forestry Training Centre	Colo-i-Suva	332 2380
Forest Product & Trade	Nasinu	339 3611
Timber Industry Training Center	Nasinu	334 3039
Labasa Office	Macuata House, Labasa	881 2077
Lautoka Office	Level 2, Peekay Building, Vitogo Parade, Lautoka	666 1300
Nausori Office	Nausori	347 7995
Forestry Officer	Koronubu House, Ba	626 4287
Forestry Officer	Vunimaqo Station, Deuba	345 1078
Forestry Officer	Dreketi Office	829 1704
Forestry Officer	Riverside Plaza, Rakiraki	669 4161
Forestry Officer	Valeci, Savusavu	885 0436
Forestry Officer	Lawaqa, Sigatoka	626 4460
Forestry Officer	Tailevu	343 0100



Ministry of Forestry
Takayawa Building, 360 Toorak Road
Suva, Fiji
Telephone: (679) 3301 611
Facsimile: (679) 3318 692