



MINISTRY OF
INDUSTRY, TRADE
AND TOURISM

2019-2020 Operational Plan





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“Another major obligation the Ministry has is to seek and enhance markets for Fijian Made and Fijian Grown products and services, both domestic and international.”

1. MINISTER'S FOREWORD

The Ministry of Industry, Trade and Tourism's 2019-2020 Operational Plan provides key annual strategic outcomes and outputs for the Ministry to achieve going forward. The overall Strategic Objectives that set the foundation for this year's activities are consonant with the 2018-2023 Strategic Plan of the Ministry.

The Ministry's role cuts across a number of economic sectors. Hence, our responsibilities include developing policies and strategies for micro, small and medium enterprise (MSME) growth, tourism, manufacturing, services, to name a few. Another major obligation the Ministry has is to seek and enhance markets for Fijian Made and Fijian Grown products and services, both domestic and international.

In the last financial year, we embarked on a number of crucial initiatives in an effort to pave the way for improving how we do business in Fiji. The Ministry will continue to lead reforms with focus on regulatory and administrative reform options, to address ease of business entry and operation by streamlining registration and licensing procedures.

In this regard, we will continue to establish and cultivate strong partnerships, with both internal and external stakeholders to achieve the goals set for the 2019-2020 financial year.

A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Hon. Premila Devi Kumar
Minister for Industry, Trade and Tourism



“The Ministry will engage relevant agencies in the bilateral and regional fora to enhance market access for Fijian Made products and services.”

2. PERMANENT SECRETARY’S STATEMENT

The Ministry of Industry, Trade and Tourism’s 2019-2020 Operational Plan continues and builds on the plans set by the Ministry’s 2018-2023 Strategic Plan. The new financial year provides new opportunities. The Ministry is eager to work with the relevant agencies and stakeholders to explore and capitalise on these opportunities, for the benefit of all Fijians.

The Fijian economy is forecasted to positively grow for the tenth consecutive year in 2019. Fiji will continue its positive growth trajectory amidst slower global economic growth. Hence, the Ministry in the new financial year will continue to work on enhancing the business environment, to create a robust economy that is resilient to external shocks.

The Ministry will engage relevant agencies in the bilateral and regional fora to enhance market access for Fijian Made products and services. The Ministry will provide comprehensive support to micro, small and medium enterprises (MSMEs) as the growth of MSMEs is vital for Fiji’s continued sustainable growth.

We will continue with the package of reforms in the doing business environment. Whilst focusing on the formulation and implementation of policies and initiatives for sustainable economic development. Key areas for growth and development include, tourism, ICT and Business Process Outsourcing, green technology and processes, agriculture, to name a few.

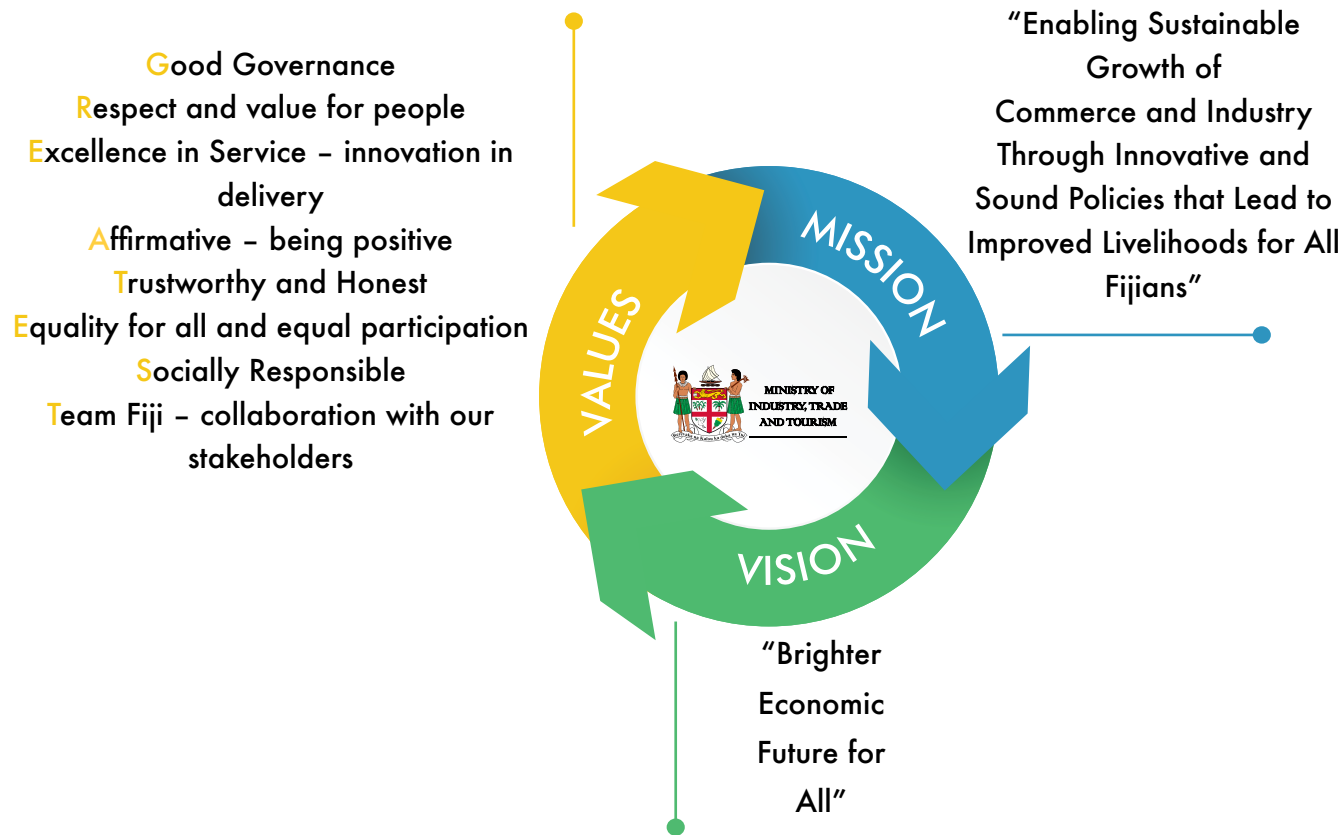
The 2019-2020 Operational Plan identifies the specific objectives and outputs that need to be achieved in the financial year. It is important for staff and stakeholders to work together to achieve the deliverables, which will benefit all Fijians.

Shaheen Ali

Permanent Secretary for Industry, Trade and Tourism

3. CORPORATE PROFILE

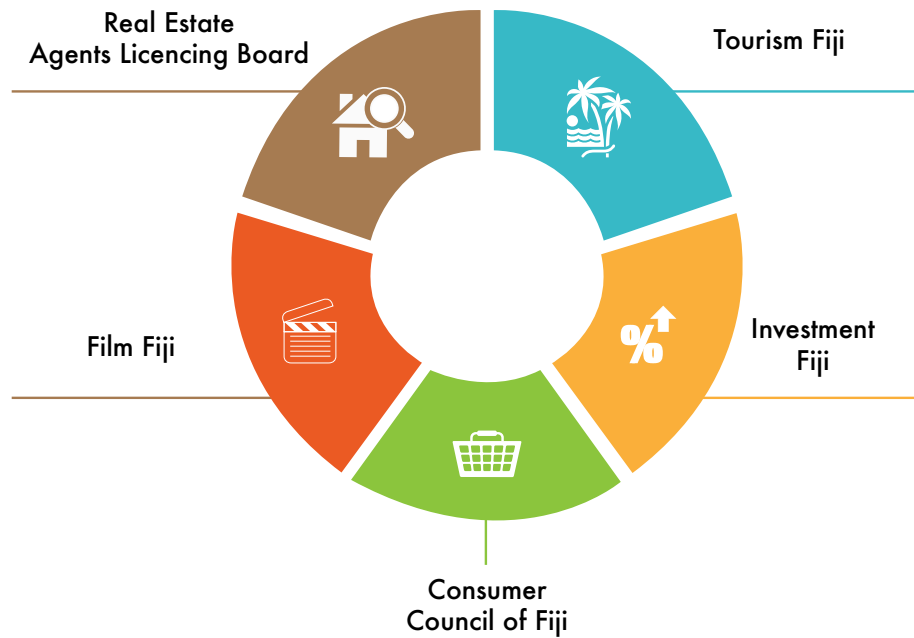
The aim of the Ministry of Industry, Trade and Tourism 2019-2020 Operational Plan is to identify goals, set strategies and actions for the Ministry and to develop a plan to achieve the overall vision, of a *"Brighter Economic Future for All"*.



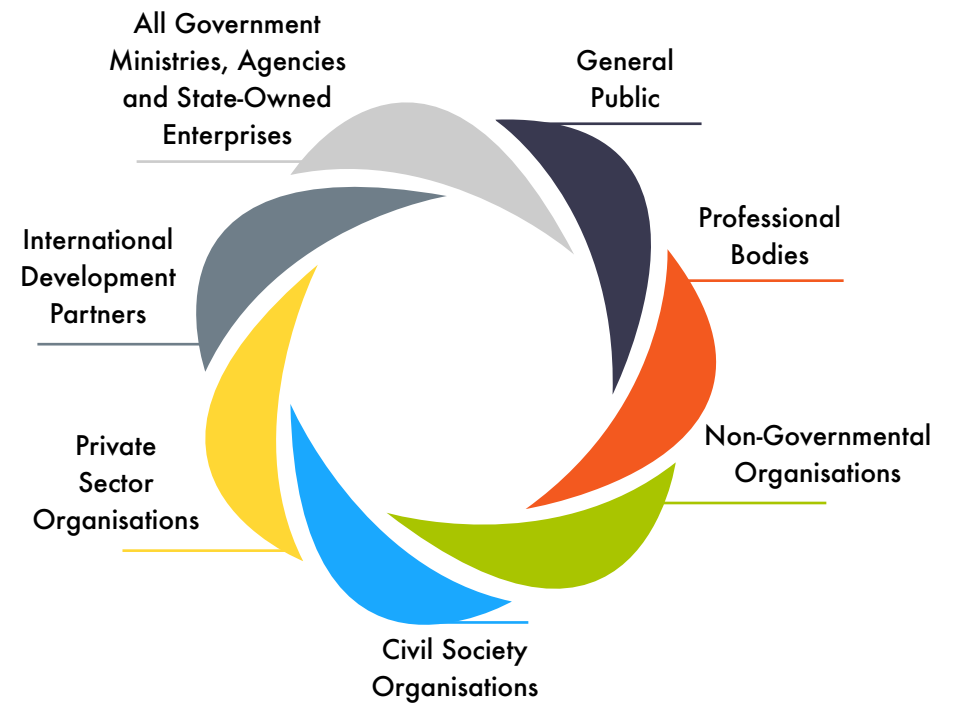
4. OUR CUSTOMERS

We take pride in serving our customers through our "Customer Service Charter" which establishes our commitment to providing quality standards of services. Our customers include:

Internal Stakeholders



External Stakeholders



5. FUNCTIONS AND SERVICES OF THE MINISTRY

The Ministry is responsible for formulating and implementing policies and strategies that create and facilitate growth in industry, investment, trade, tourism, co-operative businesses, micro and small enterprises and enhance metrology, standards and consumer protection.

These roles and responsibilities are undertaken by the Economic Unit, Trade Unit, Tourism Unit, Department of National Trade Measurement and Standards, Department of Co-operative Business, Integrated Human Resources Development Programme Unit, Human Resources Unit and Finance Unit, within the Ministry, including Trade Commissions in North America, China, Australia, New Zealand, India and Papua New Guinea. The Ministry is supported by five statutory organisations namely Consumer Council of Fiji, Investment Fiji, Film Fiji, Tourism Fiji and Real Estate Agents Licensing Board.

5.1 Human Resources Unit

The Unit is responsible for providing administrative support to management, departments/units, Statutory Agencies and Trade Commissions. It is also responsible for the effective and efficient management and utilisation of resources in a transparent and accountable manner. The Unit also handles matters pertaining to staff recruitment, training, and discipline and works closely with management in planning and formulating strategies for the growth and development of the Ministry.

5.2 Finance Unit

The Unit provides financial support services to the Ministry and its Statutory Agencies. This includes sound advice and information to assist in strategic decision making. The Unit is responsible for managing the Ministry's Cashflow, timely financial reporting and preparation of budgetary submissions.

5.3 Department of Co-operative Business

The Department is responsible for formulating and implementing policies and strategies to facilitate the promotion, establishment and monitoring of Co-operative businesses in Fiji. The training and upskilling of Co-operatives' members and officials is also a key role of the Department.

5.4 Department of National Trade Measurement and Standards

The Department is responsible for the implementation of laws and regulations that protects consumers from unsafe and poor quality products and creates favourable conditions for exchange of goods. It develops national and adopts international standards in order to raise levels of quality, safety, reliability, efficiency and interchangeability of products and services. The Department maintains the national system of units and standards of measurement to ensure fair and just use of units of measurement and measuring instruments. The Department also regulates the trade of scrap metal to prevent the illegal trade of public infrastructure metal.

5.5 Tourism Unit

The Unit formulates and implements policy initiatives, plans and strategies to develop the Fijian tourism industry in a sustainable manner while ensuring greater retention of the tourism income. The Unit also oversees the performance of Tourism Fiji, which is responsible for marketing and promoting Fiji, as a tourist destination.

5.6 Economic Unit

The Unit is responsible for formulating, implementing, monitoring and reviewing policy initiatives and projects, to enhance private sector development in commerce, industry, micro, small and medium enterprises (MSMEs), investment, services, competition and consumer protection. The Unit oversees two statutory organisations and is also responsible for providing policy advice and administrative support to its stakeholders, both within government and externally.

5.7 Trade Unit

The Unit's role is to formulate and implement policies and initiatives to enhance Fiji's international trade portfolio and coordinate trade and investment missions both inward and outbound. The Unit also advances negotiations to create favourable global market access opportunities for Fijian goods and services. The Unit is concurrently tasked to increase Fiji's regional and global economic integration to enhance Fiji's economic performance. The Unit monitors the performance of six Trade Commissions, as well as, Film Fiji and Investment Fiji.

5.8 Trade Commissions

The six Trade Commissions based in North Americas, Australia, New Zealand, China, India and Papua New Guinea are responsible for undertaking investment and export marketing missions, organising and participating in trade and investment exhibitions, and creating and strengthening networks with relevant public and private stakeholders. Trade Commissions also undertake market research in order to identify potentials for investment and export opportunities available in the host country and relevant regions.

5.9 MSME Fiji

MSME Fiji is responsible to formulate, implement and enhance policies and strategies for the development of micro, small and medium enterprises (MSMEs). In particular, MSME Fiji facilitates business training, mentoring, advisory, incubation services and access to finance. MSME Fiji is also responsible for monitoring and evaluating the implementation of MSME-related projects.



6. LEGISLATIVE AND REGULATORY RESPONSIBILITIES

The Ministry's roles and responsibilities involves the implementation of Laws and Trade Agreements, including the following:

1. Fijian Competition and Consumer Commission Act 2010
2. Consumer Council of Fiji Act 1986
3. Consumer Credit Act 1999
4. Co-operatives Act 1996
5. Denarau (Nadi River) Development Act 2011
6. Investment Fiji Act 2011
7. Film Fiji Act 2002
8. Film Fiji (Licensing of Audio-Visual Agents) Regulation 2012
9. Foreign Investment Act 1999
10. Indemnity, Guarantee and Bailment Act (Cap.232)
11. Industry Emblem Act 2011
12. Merchandise Marks Act (Cap.241)
13. National and Trade Measurement Act 1989
14. Real Estate Agents Act 2006
15. Regulation of Surfing Areas Act 2010
16. Sale of Goods Act 1985
17. Scrap Metal Trade Act 2011
18. Sea Carriage of Goods Act (Cap. 231)
19. Second Hand Dealers Act 1982
20. Superyacht Charter Act 2010
21. Tax Free Zones Act 1989
22. Tourism Fiji Act 2004
23. Trade Standards and Quality Control Act 1992
24. Registration of Skilled Professionals Act 2016
25. Shop (Regulation of Hours) Act 2016

International

1. United Kingdom-Pacific Interim Economic Partnership Agreement (UK-Pacific IEPA)
2. European Union-Pacific Interim Economic Partnership Agreement (EU-Pacific IEPA)
3. Melanesian Spearhead Group Trade Agreement (MSGTA)
4. Pacific Closer Economic Relations (PACER)
5. Pacific Island Countries Trade Agreement (PICTA)
6. South Pacific Regional Trade and Economic Co-operation Agreement (SPARTECA)
7. World Trade Organisation Agreement



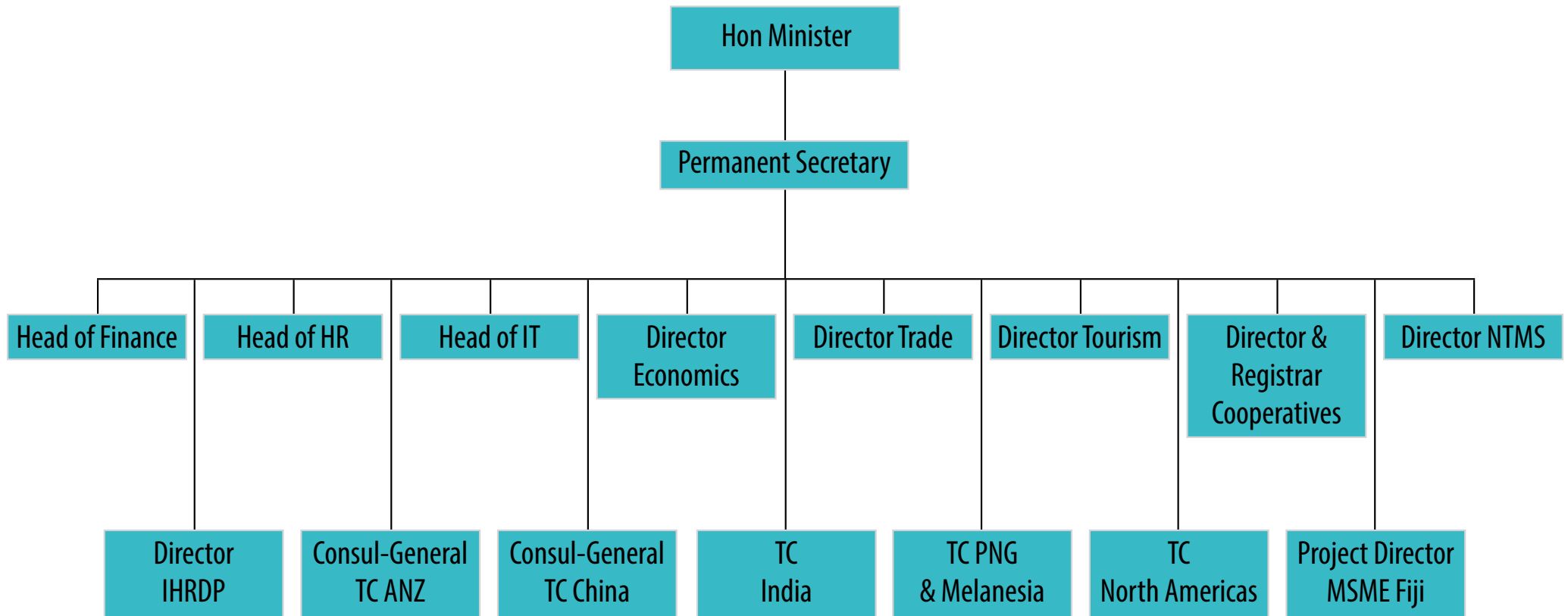
7. BUDGET SNAPSHOT

The total budget for the Ministry in 2019-2020 is \$67,057.1 million comprising of \$33,312.4 million for operating expenditure, \$32,763.1 million for capital expenditure and VAT of \$981.5 million. This represents a reduction of \$28,443.9 million compared to the 2018-2019 annual budget. This is attributed to the reduction in a number of Capital Projects that will no longer be funded and due to a reduction in the Operating Expenditure Budget.

MINISTRY BUDGET SUMMARY: 2019-2020

Budget Category	Estimated Budget 2018–2019 (\$)	Changes for 2019–2020 (\$)	Budget Estimate 2019–2020 (\$)
Operating	36,441.9	(3,129.4)	33,312.4
Capital	57,870.9	(25,107.8)	32,763.1
Value Added Tax	1,187.2	(205.7)	981.5
TOTAL	95,500.0	(28,443.9)	67,057.1

8. ORGANISATION STRUCTURE



9. SUMMARY OF SITUATION ANALYSIS

In order to achieve the strategic objectives, there needs to be a clear understanding of the Ministry’s resources and capabilities, as well as areas that require improvement. The Ministry will be undertaking, through a limited staff engagement process, an initial risk assessment of its strengths, weaknesses, opportunities and threats (SWOT).

The SWOT analysis will focus on the challenges and opportunities that must be addressed or overcome to ensure achievement of the Ministry’s objectives. The Ministry may add to this work by undertaking a more rigorous, structured risk assessment process as part of its planning efforts during FY 2020-2021.



10. MINISTRY'S OUTPUTS

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
An efficient and productive workforce supported by a modern and effective work environment	1.Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	1.1 Efficient, productive and high performing workforce	1.1.1 Streamline and implement recruitment and selection process	\$30,000	HHR/HODS	<ul style="list-style-type: none"> 80% of vacancies processed within 60 days 	<ul style="list-style-type: none"> Average recruitment process time reduced to 60 days 	Annually
			1.1.2 Create awareness on the Civil Service Reforms		HHR/HODs	<ul style="list-style-type: none"> Presentations and meeting Minutes from awareness sessions Information circulars 	<ul style="list-style-type: none"> 2 awareness sessions with all Departments and Units 2 information circulars given to all Departments and Units 	Annually
		1.2 Recruit and retain an efficient, productive and highly competent workforce	1.2.1 Review of the Strategic Workforce Plan		HHR/HODs	<ul style="list-style-type: none"> Revised Strategic Workforce Plan ready with annual budget submission 	<ul style="list-style-type: none"> Better aligned organisational needs and priorities with the workforce 	Annually
			1.2.2 Development of a Recruitment Plan	HHR	<ul style="list-style-type: none"> Robust and responsive Recruitment Plan Increased staff retention and promotions 	<ul style="list-style-type: none"> Timely recruitment of highly skilled and productive staff Staff turnover reduced by 10% 		
					1.2.3 Implementation of internal employee reward system	<ul style="list-style-type: none"> Employee satisfaction survey 	<ul style="list-style-type: none"> Improved level of Employee satisfaction 	

HUMAN RESOURCES UNIT

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			1.2.4 Implementation of an Employee Grievance Procedure			<ul style="list-style-type: none"> Well defined Grievance Procedures and Processes 	<ul style="list-style-type: none"> Timely resolution of genuine workplace grievances 	
	1.3 Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs	1.3.1 Effective and timely implementation of MyAPA			HHR	<ul style="list-style-type: none"> IWP's completed and aligned to the Strategic Plan, Operational Plan and Departmental/Unit Business Plan 	<ul style="list-style-type: none"> MyAPA implemented and followed for assessment of staff 	Annually
		1.3.2 Training Policy and Training Plan			HHR	<ul style="list-style-type: none"> Training Needs Analysis conducted Ministry's Workforce Skills Audit is conducted 	<ul style="list-style-type: none"> Endorsed Training Policy and Training Plan 	Quarter 2
		1.3.2 Training and FNU Levy Grant Compliance			HHR	<ul style="list-style-type: none"> Effective administration of training activities in compliance with FNU Levy Grant Scheme and Training Policy 	<ul style="list-style-type: none"> Enhanced compliance with the Levy Grant requirements to claim rebates on all accredited training for staff 	Quarter 4

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		1.4 Review, formulation and implementation of policies, update of businesses process and SOPs: a. Costed Operational Plan b. Internal Policies and SOPs c. Reviewed and finalised d. HR Manual e. Implementation of Risk Management Policy f. Governance Policy g. Induction Package	1.4.1 Consultations with stakeholders – internal and/or External 1.4.2 Corporate Planning Working Group to work on initial review and provide report to PS	\$15,000	HHR/HODs HHR/HODs	<ul style="list-style-type: none"> Awareness conducted and information gathering Optimised business processes, reviewed and updated plans and policies 	<ul style="list-style-type: none"> Endorsed reviewed Strategic Plan 2018-2023 Endorsed Operational Plan 2019-2020 Finalised and endorsed policies and SOPs Increased awareness amongst officers on risk reporting, to better identify, assess and control risks within their areas Increased awareness of good governance mechanisms 	Quarter 1 Quarter 1 Quarter 1 Quarter 2

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
	1.5 Staff Development and enhancement of technical skill sets		1.5.1 Implementation of Graduate/Cadet Internship	\$84,000	HHR/HODs	• Bridging skills gap	• 20% Graduate Trainees secure full-time position in the Service	Annually
			1.5.2 Undertake a skills audit			• Injection of required skills	• Enhanced skill set and productivity of staff	Ongoing
			1.5.3 Endorsed Training Policy and Training Plan			• Effective Training Plan and Policy		Quarter 2
			1.5.4 Staff attain training in their respective fields			• Effective integration of training activities	• Implementation of recommendation of training reports	Ongoing
			1.5.5 Undertake discussions with counterparts internationally on possible programmes			• Improved service delivery of the Ministry and high level of customer satisfaction	• Implementation of tailor-made training programmes for each unit/department	Ongoing
	2. Ensuring that the Ministry has the expertise, leadership capacity and information technology to enable the achievement of the Ministry's objectives	2.1 Efficient and effective service delivery	2.1.1 Development of Information Systems to digitise high volume and low value processes	\$15,000	IT Unit/All relevant Departments and Units	• Improved turnaround time in service delivery to stakeholders and clients	• At least 25% of high volume and low value processes digitised • At least 25% of core processes digitised	Quarter 4

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			2.1.2 Digitise core processes that yield greater effectiveness and efficiency			• Improved turnaround time in service delivery	• HODs receive monthly summarised feedback of clients	Quarterly
			2.1.3 Development of a digitised customer feedback system			• Enhanced system for customer feedback	• More than 80% customer queries and complaints resolved	Quarter 2
			2.1.4 Implementation of an On-Premise Document Management System (DMS)			• Faster storage, retrieval and easier management of all Ministry documents	• At least 30% of all Ministry's documents digitised and uploaded on the DMS	Quarter 4
	2.2 Enhance the Ministry's Human Resource Processes		2.2.1. Review Human Resource Processes	\$50,000	IT/ All Departments / HR	• Integration of Human Resources Data	• Digitised Human Resources processes	Quarter 2
			2.2.2. Digitise Human Resource Processes				• Electronic Staff Database	Quarter 3
	2.3. Administrative, Executive Support and Public Relations		2.2.3 Draft Ministerial and Official briefs and Speeches	\$50,000	Executive Support to Minister Public Relations	• Meetings and Events schedule for Hon. Minister and Permanent Secretary	• Finalised Ministerial and Official briefs and speeches	Ongoing
			2.1.3 Provide Parliamentary sittings support			• Parliamentary submissions	• Effective Parliamentary submissions	
			2.3.3. Organise Media Events			• Awareness on Ministry's programmes and initiatives	• Digital and traditional media platforms effectively utilised	

Strategic Priorities (from Strategic Plan)	HUMAN RESOURCES UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			2.3.4. Publish Speeches and media releases covering key public engagements and programmes on the Ministry's websites			<ul style="list-style-type: none"> Increased visibility and awareness of the Ministry's programmes and initiatives 	<ul style="list-style-type: none"> All programmes and initiatives of the Ministry covered in media 	
3.An ethically and socially responsible workforce	3.1 The Ministry undertakes initiatives both internally and externally for community development and environment protection	3.1.1 Regular monitoring of paper usage, energy, printing consumables and communication		All staff	<ul style="list-style-type: none"> Regular reporting of green initiative indicators 	<ul style="list-style-type: none"> 30% reduction in Ministry's paper usage 5% reduction in Ministry's energy bill 	Annually	
		3.1.2 Recycling and reducing paper and plastic usage, utilising local initiatives such as "Mission Pacific"			<ul style="list-style-type: none"> Greater socio-economic impact on communities 	<ul style="list-style-type: none"> 5% reduction in the purchase of bottled water and 50% of all used plastic bottles recycled 		
		3.1.3 Organising social visits to community institutions that require assistance			<ul style="list-style-type: none"> Increased visibility and awareness of Ministry's corporate social responsibility 	<ul style="list-style-type: none"> At least 2 social visits to community institutions 	Annually	
	3.2 The Ministry actively monitors and encourages wellness of staff	3.2.1 Wellness hour			<ul style="list-style-type: none"> Improved health and wellness of staff 	Annually		
3.2.2 Medical check for staff identified at risk	<ul style="list-style-type: none"> Reduction in number of days taken off as sick leave and increased staff productivity 							

Strategic Priorities (from Strategic Plan)	FINANCE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
To deliver timely financial support services through transparent and accountable financial management processes and practices	1. Enhanced internal business processes which safeguard the assets of the Ministry and provide accurate financial information	1.1 Monthly Management Reports	1.1.1 Timely submission of electronic monthly management Report	N/A	HF	<ul style="list-style-type: none"> Timely and accurate Reporting 	<ul style="list-style-type: none"> 12 Monthly Reports 	15 of New month
		1.2 Quarterly Financial Reports	1.2.1 Timely and informed decisions on budget utilisation	N/A	HF	<ul style="list-style-type: none"> Timely and accurate Reporting 	<ul style="list-style-type: none"> 4 Quarterly Reports 	15 of New Quarter
		1.3 Audited Annual Financial Statement	1.3.1 Unqualified audit report	N/A	HF	<ul style="list-style-type: none"> Minimum Audit Queries 	<ul style="list-style-type: none"> Unqualified Audited Financial Report 	Quarter 2
		1.4 Budget Costing, Utilisation and Forecasting	1.4.1 Meetings of Finance Committee	N/A	HF	<ul style="list-style-type: none"> Successful facilitation of Finance Committee meetings 	<ul style="list-style-type: none"> Management is quarterly briefed of the budget status 	Quarterly
1.4.2 Implementation of budget utilisation recommendations								
1.4.3 Budget forecast for new financial year								
	1.5 Develop policies for better management of funds	1.5.1 Identify and draft policies needed for better management of funds	N/A	HF	<ul style="list-style-type: none"> Policies to be endorsed and implemented 	<ul style="list-style-type: none"> 3 relevant policies endorsed and implemented 	Quarter 2	
		1.5.2 Consult with appropriate stakeholders						
		1.5.3. Finalise and implement approved policies						

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
						<ul style="list-style-type: none"> Awareness material produced and disseminated through print, digital and social media 	<ul style="list-style-type: none"> Increased awareness and reach of the Campaign Increased in number of social media messages referring to or tagging the Campaign 	Quarterly
			1.1.3 Review of the effectiveness of the marketing Campaign			<ul style="list-style-type: none"> Extensive Industry feedback solicited 	<ul style="list-style-type: none"> Increase in return on marketing investment Assess the reach of the Campaign nationally and internationally 	Quarter 2
		1.2 Link domestic businesses with potential markets/ buyers	1.2.1 Coordinate Business to Business events			<ul style="list-style-type: none"> Increase in number partnerships created between businesses along the supply chain 	<ul style="list-style-type: none"> At least 5 business-to-business events leading to successful partnerships 	Quarter 3
			1.2.2 Register of licensed firms to be made freely accessible			<ul style="list-style-type: none"> Increase in reach of information of licensed companies 	<ul style="list-style-type: none"> Publication and free access to registry of licensed firms and products 	Quarter 4

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		1.3 Enhance Compliance and Standards for the Fijian Made-Buy Fijian Campaign	1.3.1 Develop and review minimum compliance requirements and standards		DE	<ul style="list-style-type: none"> Compliance issues raised are effectively resolved 	<ul style="list-style-type: none"> Redesigned Fijian Made compliance standards Enhanced compliance amongst licensees of Campaign 	Quarter 3
		1.4 Enhanced professional standards of the Audio-Visual industry	1.4.1 Administration of Audio-Visual Agent's Licensing			<ul style="list-style-type: none"> Timely processing of audio-visual regulations 	<ul style="list-style-type: none"> Application guideline developed and adopted Assessments of Audio-Visual and Film Tax rebate legislation within required timelines Complete information on the application processes (Fijian Made, Audio Visual and Film Tax Rebates) to be freely accessible 	Quarter 2 Ongoing Quarter 2

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
Improve livelihoods through Co-operatives, young entrepreneurs and micro and small enterprise	2. Creating a robust and resilient economy by empowering the grassroots communities, young entrepreneurs and MSMEs	2.1 Improved access to markets, standards, presentation and hygiene for produce	2.1.3 Provision of standardised roadside stalls for vendors	\$500,000	DE	<ul style="list-style-type: none"> Roadside stalls established fully utilising budget Impact assessment on the roadside stalls programme to date 	<ul style="list-style-type: none"> At least 22 additional roadside stalls to be established Evidence based decision as to whether complete, maintain or expand the programme 	<p>Quarter 3</p> <p>Quarter 4</p>
		2.2 Recognition of the achievements of youth throughout the country	2.2.1 Inaugural National Youth Awards event	\$200,000		<ul style="list-style-type: none"> Staging of National Youth Awards event Coordination with Government, Corporates and Civil Society organisations for the organisation, marketing, delivery and follow up on the event 	<ul style="list-style-type: none"> National level event staged, recognising achievements of youth across 	Quarter 3

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		2.3 Development of Professional Industry Associations	2.3.1 Agreements made with Professional Industry Associations	\$130,000		<ul style="list-style-type: none"> MoUs signed with professional organisations Assessments and acquittal reports on the status of agreements 	<ul style="list-style-type: none"> Timely agreement and implementation of MoUs Development of market outcomes within the industry's supported Clear recommendations to continue, end or expand assistance to the associations 	<p>Quarter 1</p> <p>Quarter 4</p> <p>Quarter 4</p>
To expand industrial base and participate in global value chains	3. Broaden and diversify industrial base and sectors participating in Global Value Chains	3.1 Increased participation of enterprises with Global Value Chains	3.1.1 Continued development of a Special Economic Zone in the western division	\$500,000	DE	<ul style="list-style-type: none"> Delivery of consultancy reports on masterplan 	<ul style="list-style-type: none"> Engagement of project consultancies Finalisation of the all preliminary masterplan 	Quarter 1
			3.1.2 Coordination of plans and policies in place for the Zone			<ul style="list-style-type: none"> Regular planning meetings with the mandated Technical Working Group 	<ul style="list-style-type: none"> Completion of the relevant project stages on time to masterplan 	Quarter 4

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			3.1.3 Utilising the National Export Strategy (NES) to provide access to finance for firms to increase their export capacity	\$500,000	DE	<ul style="list-style-type: none"> All NES recipients successfully increase export capacity 	<ul style="list-style-type: none"> Successful implementation of reviewed NES policy Agreements finalised with recipient companies 	Quarter 1
						<ul style="list-style-type: none"> Value of additional exports facilitated through the NES 	<ul style="list-style-type: none"> 50% of recipients who successfully increase export capacity within 1 year of receipt of NES support 	Quarter 3
							<ul style="list-style-type: none"> 75% of recipients who successfully increase export capacity within 3 year of receipt of NES support At least 100% of the value of financial support realised as increased value of annual exports at NES supported firms 	Quarter 4

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		3.2 Positioning Fiji as the hub for innovation in the region	3.2.1 Market the development of the Special Economic Zone (SEZ)		TCs/DE	<ul style="list-style-type: none"> Interest generated by investors and private sector in the SEZ 	<ul style="list-style-type: none"> Investor and private sector buy in 	Quarter 4 (Ongoing)
To enhance and strengthen consumer protection through fair trade policies, laws and enforcement	4.An equitable market environment that is procompetitive and improves consumer welfare	4.1 Development of a competition and consumer protection policy and related legislation	4.1.1 Coordination of reforms with the Cabinet mandated reform working group		DE	<ul style="list-style-type: none"> Improvement in fair trade and consumer protection Wide stakeholder consultations undertaken Submission of draft policy documents and draft legislation with the Solicitor-General's Office Submission of Cabinet Decision Papers 	<ul style="list-style-type: none"> Consultations on reforms held with industry representatives across the country Endorsed competition and consumer protection policy by Cabinet 	Quarter 1
			4.1.2 Consultations with consumer and producer representatives and relevant agencies					Quarter 4
		4.2 Review of Consumer Credit Act	4.2.1 Consultations with the Solicitor-General's office to scrub the draft Act					

Strategic Priorities (from Strategic Plan)	ECONOMIC UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		4.3 Development of an appropriate regulatory framework for the residential rental market	4.3.1 Advancing the suggested draft legislation through meetings of Cabinet mandated technical working group 4.3.2 Consultations with relevant stakeholders		PD/DE	<ul style="list-style-type: none"> Finalise draft Landlord and Tenancy Bill finalised through the Technical Working Group 	<ul style="list-style-type: none"> Draft Landlord and Tenancy Bill finalised through the Technical Working Group endorsed by Cabinet 	Quarter 4
		4.4 Administration of Scrap-Metal licensing and Tax-Free Zone applications	4.4.1 Coordination with relevant authorities to gather and assess information against legal criteria			<ul style="list-style-type: none"> Submission of assessments against set criteria 	<ul style="list-style-type: none"> Timely submission of assessments within required timeframe 	Quarter 4

Strategic Priorities (from Strategic Plan)	MSME FIJI									
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN		
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe		
Improve livelihoods through Co-operatives, young entrepreneurs, sustainable employment creation and micro and small enterprise	1. Creating a robust and resilient economy by empowering the grassroots communities, young entrepreneurs and MSMEs	1.1 Continued development of 'MSME Fiji' (to function as the Central Coordinating Agency for Micro, Small and Medium Enterprises)	1.1.1 Institutional re-organisation to align MSME work into the Unit	\$2,137,753	PD/DE	<ul style="list-style-type: none"> Finalised MSME Policy, which incorporates key findings to improve the business environment for MSMEs 	<ul style="list-style-type: none"> 'MSME Fiji' unit created with clear roles defined Successful 'MSME Fiji' Policy developed 	Quarter 1		
			1.1.2 Development of a 'MSME Fiji' Policy Framework					<ul style="list-style-type: none"> Assessment of the contribution of MSMEs to the overall economy 	<ul style="list-style-type: none"> Fit-for-purpose MSME database 	Quarter 4
			1.1.3 Develop a coordinated database/information management system to help understand MSMEs across the economy, for both formal and informal enterprises							<ul style="list-style-type: none"> Effective assistance provided to MSME clients across all sectors

Strategic Priorities (from Strategic Plan)	MSME FIJI							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
							<ul style="list-style-type: none"> • Collaboration across programmes/ agencies to develop at least 3 business (small holder) clusters in identified key sectors • Release of a publicly accessible register detailing all Government service programmes, accessed by at least 500 downloads 	<p>Quarter 4</p> <p>Quarter 2</p>
			I.1.5 Provide guidance to a specific review and reform of the business license processes and fees			<ul style="list-style-type: none"> • Redesigning of business license processes 	<ul style="list-style-type: none"> • Reduction in time taken to obtain a business license 	Quarter 4
			I.1.6 Monitoring and Evaluation of Ministry programmes to provide an evidence base for policy advocacy			<ul style="list-style-type: none"> • Monitoring and Evaluation reports presented to management for Ministry programmes 	<ul style="list-style-type: none"> • Evidence delivered to inform policy decisions on Ministry programmes for the 2020/2021 budget year 	Quarter 3

Strategic Priorities (from Strategic Plan)	MSME FIJI							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			1.1.7 Finalisation of draft legislation to establish 'MSME Fiji' as a statutory body, with the mandated Technical Working Group			<ul style="list-style-type: none"> Draft legislation submitted to the Officer of the Solicitor-General for legal vetting 	<ul style="list-style-type: none"> Clear and publicly supported definitions of 'micro', 'small' and 'medium' enterprises established 	Quarter 4
			1.1.8 Engagement with MSME development partners			<ul style="list-style-type: none"> Active participation in events and engagements that promote a MSME focussed service and/or programme 	<ul style="list-style-type: none"> At least 50 collaborations/engagements with partners for MSME development 	Quarter 4
	1.2 Successful implementation of programmes administered for the development of MSMEs	1.2.1 Promote an entrepreneurial culture through the Young Entrepreneurship Scheme (YES)	\$500,000	PD/DE	<ul style="list-style-type: none"> Quality YES applications received Effective awareness created and public engagement on YES 	<ul style="list-style-type: none"> 15 young entrepreneurs being assisted through the grant component of the YES At least 175 applications submitted to the YES panel 	<p>Quarter 4</p> <p>Quarter 4</p>	

Strategic Priorities (from Strategic Plan)	MSME FIJI							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
							<ul style="list-style-type: none"> 200 youth engaged at Business training sessions Facilitate a database of relevant business advisors and mentors for potential and realised recipients 	<p>Quarter 4</p> <p>Quarter 2</p>
			I.2.2 Assist Micro and Small Businesses in accessing finance through the MSBG programme	\$1,000,000	PD/DE	<ul style="list-style-type: none"> Approval of successful recipients post-validation exercise 	<ul style="list-style-type: none"> Completion of final stage of grants with at least 1,000 recipients assisted from the initial programme 	Quarter 1
			I.2.3 Assist MSMEs in the Northern Division accessing finance through the Northern Development Programme	\$441,056	PD/DE	<ul style="list-style-type: none"> Successful recipients of equity assistance 	<ul style="list-style-type: none"> At least 80 enterprises supported through the Northern Development Programme 	Quarter 3

Strategic Priorities (from Strategic Plan)	MSME FIJI							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
						<ul style="list-style-type: none"> Feedback from training events held for the Northern Development Programme 	<ul style="list-style-type: none"> Business training events coordinated every quarter Positive feedback on training events Monitoring and Evaluation reports of the programme 	Quarterly
			I.2.4 Promote an increase in research and innovation among enterprises through the Research and Innovation Scheme for Enterprises (RISE)	\$500,000	PD/DE	<ul style="list-style-type: none"> Marketing and awareness campaign for the RISE programme A fair range of applicants to the RISE 	<ul style="list-style-type: none"> Timely launch and marketing of the RISE programme At least 4 'flagship' enterprises assisted through the RISE programme 	Quarter 1 Quarter 4
			I.2.5 Create livelihoods and income generating projects through the Integrated Human Resource Development Programme	\$239,249	DIHRDP/PM	<ul style="list-style-type: none"> New livelihoods created 	<ul style="list-style-type: none"> Funding of 5 New Income Generating Projects to support livelihoods per financial year 	Monthly

Strategic Priorities (from Strategic Plan)	MSME FIJI							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
						<ul style="list-style-type: none"> Women, Youth, Communities and Clusters livelihoods supported 	<ul style="list-style-type: none"> 30 full time equivalent positions created and 150 livelihoods created and/or improved annually 	Quarterly
						<ul style="list-style-type: none"> Monitoring of existing projects 	<ul style="list-style-type: none"> Reports on at least 10 implemented projects 	Quarterly
						<ul style="list-style-type: none"> Positive feedback from Technical and community-based trainings Effective awareness created through media releases, community engagements Database on implemented projects made accessible across Government 	<ul style="list-style-type: none"> 10 technical and 10 community-based trainings conducted Increased reach of programme Increased transparency and information sharing to enable more effective support provided to MSMEs 	Quarterly Quarter 4

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
Improve Fiji's overall trade performance through a more competitive economy and thereby help establish Fiji as the modern hub of the Pacific	1. Securing Fiji's position and competitive advantage in the region, as the center of trade and economic activities	1.1. Implementation of the policy recommendations as identified in the Fijian Trade Policy Framework	1.1.1. Co-ordinate the effective implementation of the Fijian Trade Policy Framework	\$5,000	DT	<ul style="list-style-type: none"> Achievement of the milestones as outlined in the Fijian Trade Policy Framework Review report endorsed by NTDC 	<ul style="list-style-type: none"> Implementation of the milestones, targets and policy recommendations with the timeline specified in the FTPF Mid-term review of the Fijian Trade Policy Framework completed 	<p>Quarter 1</p> <p>Quarter 3</p>
		1.2 Ensuring that skills shortages are addressed through the implementation of the Registration of the Skilled Professionals Act 2016	1.2.1. Assess applications from Skilled Professionals 1.2.2. Undertake market assessment	\$15,000	DT	<ul style="list-style-type: none"> Quarterly Meetings of SPEC Market/Gaps analysis endorsed by SPEC 	<ul style="list-style-type: none"> Timely submission of Quarterly Meeting Reports Specific skills needs identified 	Quarterly
To improve market access of Fijian Made goods and services in international markets	2. Secured and improved market access to the region and international markets for Fijian Made goods and services	2.1. Increased and secured Market Access	2.1.1. Operationalisation of multilateral, regional, and bilateral trade agreements/ arrangements	\$120,000 \$50,000	DT	<ul style="list-style-type: none"> Provisional Application of the UK-Pacific IEPA 	<ul style="list-style-type: none"> UK-Pacific IEPA provisionally applied 	Quarter 1
						<ul style="list-style-type: none"> Participation in the Post-Cotonou Negotiations 	<ul style="list-style-type: none"> Continued EU-ACP relation guided by new and improved trade rules Continued Fiji-EU trade relations through the IEPA Trade Committee 	Quarter 4

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
						<ul style="list-style-type: none"> Feasibility Study for the Fiji-Indonesia Preferential Trade Agreement 	<ul style="list-style-type: none"> Feasibility study completed and endorsed by Cabinet Negotiations on PTA initiated 	<ul style="list-style-type: none"> Quarter 2 Quarter 3
						<ul style="list-style-type: none"> Feasibility Study for the Fiji-Indonesia Preferential Trade Agreement 	<ul style="list-style-type: none"> Feasibility study completed and endorsed by Cabinet Negotiations on PTA initiated 	<ul style="list-style-type: none"> Quarter 3 Quarter 4
						<ul style="list-style-type: none"> Fiji-China Joint Feasibility Report 	<ul style="list-style-type: none"> Cabinet endorsed Joint Feasibility Study Report and mandate for trade officials on the form of further engagement 	<ul style="list-style-type: none"> Quarter 1
						<ul style="list-style-type: none"> WTO 12th Ministerial Conference 	<ul style="list-style-type: none"> Fiji's positions on negotiations taken on board Favourable agreement on Fisheries Subsidies negotiated 	<ul style="list-style-type: none"> Quarter 4

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			2.1.2. Increased presence of Fiji in new and emerging markets	\$500,000	DT	<ul style="list-style-type: none"> Established Trade Commission in India 	<ul style="list-style-type: none"> Appointment of Trade Commissioner Approval from the Indian Government for establishment of Office 	<p>Quarter 2</p> <p>Quarter 3</p>
			2.1.3. Active participation in international and regional trade related conferences, seminars and meetings	\$10,000 \$5,000	DT	<ul style="list-style-type: none"> Improved access in the 13 Pacific Island Countries with better rules of origin 	<ul style="list-style-type: none"> PIFS Report on PICTA ROO finalised and dates of technical negotiations finalised Stakeholder awareness undertaken on MFTA and the operational MSGTA 	<p>Quarterly</p> <p>Quarter 4</p>
			2.1.4. Participation in regional meetings on PICTA ROO	\$10,000	DT		<ul style="list-style-type: none"> Technical discussions with New Caledonia on a Bilateral Trade Agreement 	Quarter 4
			2.1.5 Cabinet Submission on update on negotiations	\$20,000	DT		<ul style="list-style-type: none"> 2 Bilateral Trade Officials meeting to discuss enhancement of economic relations 	Quarter 2 and Quarter 4

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
	3. Effective and efficient facilitation of trade	3.1. Improved and streamlined cross border trade	3.1.1. Undertake National Trade Facilitation Meetings 3.1.2. NTFC Working Groups to submit finalise position papers with funding options 3.1.3. Submission to Cabinet updating on the progress of TFA implementation 3.1.4. Report to the ADB on implementation status	\$5,000	DT	<ul style="list-style-type: none"> Improved efficiency, productivity and enhanced services of the border agencies 	<ul style="list-style-type: none"> Implementation of the WTO Trade Facilitation Agreement in line with its relevant performance measures 	Quarterly Quarter I Quarter I Quarterly
To promote the production and consumption of Fijian Made products and services	4. Increased demand of Fijian Made goods and services in domestic, regional and international markets	4.1 Increased awareness and availability of Fijian Made products and services in the international market (existing and new)	4.1.1. Effective use of the Trade Commissions and Diplomatic Missions. Quarterly updates to be provided	TC marketing budget ANZ - \$100,000 China - \$50,000 PNG - \$50,000 Ministerial Trade Delegations - \$50,000 Trade negotiations and meetings - \$20,000	DT/TCs	<ul style="list-style-type: none"> Trade and investment missions held in the host country of the Trade Commissions and in Fiji's key markets 2 new Fijian Made products and services available in the host market 	<ul style="list-style-type: none"> At least 1 trade and investment mission held in host country of the Trade Commissions per year New Fijians Made products and services entering the host market of the Trade Commission 	Quarterly

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			4.1.2 Host trade and investment missions to explore opportunities available in Fiji			<ul style="list-style-type: none"> Increase in private sector investment and interest in doing business in Fiji 	<ul style="list-style-type: none"> At least 1 trade and investment mission held in key markets not represented by Trade Commissions At least 5 in-bound trade and investment mission hosted each year 	Within 2 weeks of completion of mission
			4.1.3 Link domestic businesses with potential markets/ buyers			<ul style="list-style-type: none"> Increase in the export of Fijian Made and Fijian Grown products and services 	<ul style="list-style-type: none"> At least 20 joint ventures or business to business relationships forged 	Quarterly
			4.1.4 Identify potential foreign investors to tie in with domestic businesses			<ul style="list-style-type: none"> Increase in private sector investments and interest in doing business and audio-visual productions in Fiji 	<ul style="list-style-type: none"> Secure at least 1 flagship investor in a new of emerging sector Increase the export of Fijian Made and Fijian Grown products and service by 5% 	Quarterly
			4.1.5 Secure international market chains for Fijian Made and Fijian Grown products and services				<ul style="list-style-type: none"> Secure international market chains for Fijian Made and Fijian Grown products and services 	Quarterly

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
To improve investment and business climate, and ease of doing business	5. Increased attractiveness of Fiji as an investment destination	5.1. Streamlined and online doing business processes made available on bizFiji	5.1.1. Complete the 'Ease of Doing Business' Review	\$10,000	DT/CE	<ul style="list-style-type: none"> Improvement in doing business in Fiji 	<ul style="list-style-type: none"> Implementation of the recommendations of the review report on doing business in Fiji 	Quarter 4
	6. Sustain total investment contribution to GDP above 25%	6.1. New and modernised Investment policy and legal framework	6.1.1. Complete the review of the Investment Policy and legal framework	\$10,000	DT/CE	<ul style="list-style-type: none"> Improved registration and facilitations of foreign and domestic investment 	<ul style="list-style-type: none"> Finalisation of the Investment legislation Finalise the new role and responsibilities of Investment Fiji 	Quarter 2 Quarter 4
			6.2. Streamlined investment approval processes through digitisation	6.2.1. Coordinate the review of investment approval process	\$5,000	DT/CE	<ul style="list-style-type: none"> Reduction in time taken for investment approvals 	<ul style="list-style-type: none"> Implementation of redesigned processes Harmonisation of application forms
		6.3. Streamlined building permits process made available on bizFiji	6.3.1. Effective coordination and implementation of the improved process for Building Permits	\$5,600,000 (with digitalFiji/Ministry of Communications)	DT	<ul style="list-style-type: none"> Reduction in time taken for issuance of building permits 	<ul style="list-style-type: none"> New building permits approval process initiated 	Quarterly
To expand industrial base and participate in global value chains	7. Broaden sectors participating in Global Value Chains	7.1 Increased participation of enterprises with Global Value Chains	7.1.1. Coordinate participation at Dubai EXPO 2020	\$400,000	DT/CE	<ul style="list-style-type: none"> Participation at International Participants Meeting (IPM) 	<ul style="list-style-type: none"> Secure technical assistance and financial support for Fiji's participation 	Quarter 4

Strategic Priorities (from Strategic Plan)	TRADE UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		7.2 Enhanced coordination between industries and key trade, investment and tourism promotion agencies	7.2.1. Effective engagement with stakeholders	\$20,000	HODs	<ul style="list-style-type: none"> Facilitate Industry Day for Trade Commissions, Investment Fiji, Tourism Fiji and Film Fiji with industry stakeholders 	<ul style="list-style-type: none"> Coordination between agencies in terms of marketing brand "Fiji" 	Quarter

Strategic Priorities (from Strategic Plan)	TOURISM UNIT							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
To ensure the development of sustainable and globally competitive tourism and audio-visual sectors	I.To position Fiji as a premier tourism destination	1.1.To grow Tourism into a F\$2.2 billion Industry by 2021	1.1.1. Effective implementation of the Fijian Tourism 2021	\$15,000	DoT	<ul style="list-style-type: none"> Achievement of milestones as outlined in the Fijian Tourism 2021 Mid-term review of FT 2021 	<ul style="list-style-type: none"> Effective implementation of the Fijian Tourism 2021 NTDC Service Sub-committee operationalised 	Ongoing
		1.2. Modernise tourism research and data collection systems to provide readily available analysis on visitor trends	1.2.1. Implement the revised online air IVS system	\$85,000	DoT	<ul style="list-style-type: none"> Timely and user-friendly online IVS Reports Production and release of cruise visitor survey reports 	<ul style="list-style-type: none"> Implementation of the Diagnostic Review Report recommendations Quarterly and on-demand release of cruise survey reports 	Quarterly
			1.2.2 Review and improve cruise visitor survey					Quarter 3
			1.2.3 Finalised Hotel Data Collection System	\$30,000	DoT	<ul style="list-style-type: none"> Progress development of HDCS 	<ul style="list-style-type: none"> Operationalised HDCS 	Quarter 4
			1.2.4 Completion of International Visitor Survey (IVS) Reports		DoT	<ul style="list-style-type: none"> Timely completion of IVS Reports 	<ul style="list-style-type: none"> 2018 and 2019 IVS Reports completed and published 	Quarter 3
			1.2.5 Development of Research and Statistical Skills		DoT	<ul style="list-style-type: none"> Increase in number of tourism research training 	<ul style="list-style-type: none"> Enhanced capacity of tourism team 	Ongoing
		1.3. Increased awareness on and uptake of diversified tourism products	1.3.1 Identify and promote diversified tourism products	\$15,000	DoT	<ul style="list-style-type: none"> Increase in number of new/innovative tourism products 	<ul style="list-style-type: none"> 2 new tourism products facilitated 	Quarter 3

Strategic Priorities (from Strategic Plan)	TOURISM UNIT								
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN	
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe	
			1.3.2 Facilitate and participate in Tourism Events	\$30,000		<ul style="list-style-type: none"> Key Events attended and Implemented 	<ul style="list-style-type: none"> Successful partnerships in key events Promotion of tourism products 	Quarterly	
	1.4 Knowledgeable and educated tourism operators	1.4.1 Undertake capacity building for industry stakeholders		\$10,000	DoT	<ul style="list-style-type: none"> Increased in number of MSME tourism operators 	<ul style="list-style-type: none"> 2 capacity building trainings for MSME tourism operators 	Quarter 4	
	1.5. Improved customer service delivery of tourism Stakeholders	1.5.1. Renew FIJIAN HOSTS Programme		\$5,000	DoT	<ul style="list-style-type: none"> Improvement in overall customer satisfaction across the industry 	<ul style="list-style-type: none"> Renewed FH Programme 	Quarter 4	
		1.5.2 Undertake customer service trainings						<ul style="list-style-type: none"> 150 new front-liners trained under the FIJIAN HOSTS 	Quarterly
	1.6 Effective and efficient collaboration with key tourism stakeholders	1.6.1. Implementation of the 2019 Fijian Tourism Talanoa (FTT) key Outcomes		\$8,000	DoT	<ul style="list-style-type: none"> Enhanced collaboration in the development of tourism-related policies 	<ul style="list-style-type: none"> Successful facilitation of FTT in the current FY 	Quarter 2	
		1.6.2 Develop industry standards and practices in the tourism industry		\$14,000			<ul style="list-style-type: none"> Adoption of sustainable tourism practices and standards by industry stakeholders 	<ul style="list-style-type: none"> Finalised Food Safety Guidelines and Code of Conduct for Tourism Service Providers 	Quarter 2
		1.6.3 Finalise new and strengthen existing international and local MOUs					<ul style="list-style-type: none"> Increased coordination and dialogue with relevant agencies 	<ul style="list-style-type: none"> Operationalised MOUs with regular progress reports 	Quarterly

Strategic Priorities (from Strategic Plan)	DEPARTMENT OF NATIONAL TRADE MEASUREMENT AND STANDARDS							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
To be a premier metrology and standards organisation in the Region	1. Modernised Trade Metrology and Standard organisation that can provide quality services to the region	1.1. Improved Trade Standards and Metrology services	1.1.1 Modernise Trade Standards and Metrology laws and Infrastructure	\$50,000	DNTMS	<ul style="list-style-type: none"> Modernised trade measurement and trade standards laws Increased compliance with the Trade Measurement and Trade Standards Laws 	<ul style="list-style-type: none"> Finalised proposed amendments to Trade Standards and Quality Control Act (TSQCA) 1992 	Quarter 4
			1.1.2 Review and restructure of the Department of National Trade Measurements and Standards (DNTMS)				<ul style="list-style-type: none"> Finalised proposed amendments to National Trade Measurement Act (NTMA) 1989 	Quarter 4
			1.1.3 Undertake consultations with stakeholders on the draft legal framework					
			1.1.4 Draft Implementation Plan	\$250,000	DNTMS	<ul style="list-style-type: none"> Implementation plan for the upgrade of National Measurement Laboratory endorsed by Cabinet 	<ul style="list-style-type: none"> 5-year Implementation Plan for the National Measurement Laboratory with clear timelines finalised 	Quarter 4
To enhance and strengthen consumer protection through fair trade policies, laws and enforcement	2.A Fair and equitable market environment	2.1 Inspection and market surveys	2.1.1 Coordinate and undertake inspections and market surveys on compliance to relevant laws under the TSQCA 1992 and the NTMA 1989	\$40,000	DNTMS	<ul style="list-style-type: none"> Reports on inspection and market surveys 	<ul style="list-style-type: none"> 4 Reports 	Quarterly

Strategic Priorities (from Strategic Plan)	DEPARTMENT OF NATIONAL TRADE MEASUREMENT AND STANDARDS							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		2.5 Coordinate the review of National Building Code, through an inter-agency working group	2.5.1 Establish the inter-agency working group for the review	No funding	DNTMS	<ul style="list-style-type: none"> Engage with Development Partners for technical and financial assistance Cabinet endorsement on the review and work plan Appointment of Inter-Agency Taskforce (inclusive of CIC) Lead Agencies to provide reports to Taskforce on work progress and resources required 	<ul style="list-style-type: none"> Project proposal Cabinet notification 	<ul style="list-style-type: none"> Quarter 1 Quarter 2 Quarter 2 Quarterly

Strategic Priorities (from Strategic Plan)	DEPARTMENT OF CO-OPERATIVE BUSINESS								
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN	
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe	
Improve livelihoods through co-operatives, micro and small enterprises development	I.Vibrant and sustainable co-operative business	I.1. Finalise new amendments to the Co-operatives Act	I.1.1. Consultations with Solicitor General's office	\$10,000	DRC	<ul style="list-style-type: none"> Cabinet endorsement of the amendment Bill 	<ul style="list-style-type: none"> Finalised amendments to the Co-operatives Act 	Quarter 4	
			I.1.2. Cabinet Paper endorsement for submission to Parliament		DRC			<ul style="list-style-type: none"> Report on NCF 	Quarterly
			I.1.3 Monitoring National Co-operative Federation (NCF)						
		I.1.4 Operationalisation of Co-operative Tribunal	\$10,000	DRC	<ul style="list-style-type: none"> Increased compliance of registered Co-operatives 	<ul style="list-style-type: none"> Reports on the Co-operative Tribunal 	Quarterly		
		I.1.5 Undertake training for Co-operative staff on the new amendments	\$10,000					<ul style="list-style-type: none"> At least 3 trainings undertaken in all the Divisions 	
		I.2 Facilitate, register, supervise and monitor smooth operations of Co-operatives	I.2.1 Awareness, Registration, Supervision & Monitoring of Co-operatives	I.2.2 Workshops on compliance	\$100,200	DRC	<ul style="list-style-type: none"> Increased awareness on Co-operative registration process Increased compliance Increased Co-operative registrations 		<ul style="list-style-type: none"> At least 30 awareness sessions 100 fully compliant co-operatives 20 co-operatives registered

Strategic Priorities (from Strategic Plan)	DEPARTMENT OF CO-OPERATIVE BUSINESS							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
			1.2.3 Create awareness and promotion of co-operative movement			<ul style="list-style-type: none"> Organise co-operative Day celebration 	<ul style="list-style-type: none"> Report on the successful hosting of the Co-operative Day 	Quarter 4
		1.3 Diversified co-operative sector that adds value to our natural resources	1.3.1 Identify co-operatives that have potential to diversify and add value to its products 1.3.2 Provide assistance and the link to the market for diversified and value-added products		DRC	<ul style="list-style-type: none"> Increased diversified and value-added co-operatives 	<ul style="list-style-type: none"> At least 5 co-operatives undertaking diversification and value addition 	Annually
		1.4 Export oriented co-operatives	1.4.1 Assist co-operatives to be export ready		DRC	<ul style="list-style-type: none"> Increased export oriented co-operatives 	<ul style="list-style-type: none"> At least 1 co-operative engaged in export 	Annually
		1.5 Creation of employment through co-operative development	1.5.1 More awareness sessions with co-operatives to create new employment 1.5.2 Facilitate registration of co-operatives as they create new employment 1.5.3 Compile data on employment created		DRC	<ul style="list-style-type: none"> Increased employment in the Co-operative Sector 	<ul style="list-style-type: none"> 50 new jobs created 	Annually

Strategic Priorities (from Strategic Plan)	DEPARTMENT OF CO-OPERATIVE BUSINESS							
	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Outputs	Planned Activities, Processes or Services	Estimated Cost	Position with Responsibility for Achieving Output	Measurement of Outputs	Key Performance Indicators	Timeframe
		1.6 Encourage women, youth and people with disability to participate in MSME and co-operatives	1.6.1 Increased awareness on women, youth and people with disability to participate in co-operatives business 1.6.2 Compile data on youth and women participation		DRC	<ul style="list-style-type: none"> Increased participation of women, youth and people with disability in co-operatives 	<ul style="list-style-type: none"> Increase appointment of women, youth and people with disability in management position by 35 	Annually
		1.7 Building Capacity in co-operatives through targeted intervention and training	1.7.1 Conduct trainings for co-operatives in collaboration with technical agencies	\$12,000	DRC	<ul style="list-style-type: none"> Increased trainings for co-operative members 	<ul style="list-style-type: none"> At least 30 targeted trainings conducted 	Annually
2.To strengthen Co-operative College and provide quality training and development		2.1. Development of Internationally recognised Co-operatives Curriculum by 2020	2.1.1 Develop MOU/ MOA with relevant stakeholders		DRC	<ul style="list-style-type: none"> Accredited Training Programmes 	<ul style="list-style-type: none"> Progress Report on formal agreement with relevant stakeholders on curriculum 	Quarterly
		2.2. Improve the Co-operative College teaching and learning resources to better serve co-operatives	2.2.1 Research and develop the teaching/ learning materials		DRC	<ul style="list-style-type: none"> Increased enrolment of participants for co-operative training Improved teaching materials 	<ul style="list-style-type: none"> Quarterly reports on research and development undertaken Updated teaching slides 	Quarterly Quarterly

12. CAPITAL WORKS PLAN

Planned CAPEX

Strategic Priority	SEG No.	Project	Planned Completion Date	Total Budget	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR
	8	Standardised Roadside Stalls	31 July	\$500,000	\$125,000	\$250,000	\$125,000	
Improve livelihoods through cooperatives, micro and small enterprise development	10	Small and Micro Business Grant	31 July	\$300,000		\$150,000	\$150,000	
	10	Northern Development Programme	31 July	\$441,056	\$110,264	\$110,264	\$110,264	\$110,264
	10	Young Entrepreneurship Scheme	31 July	\$500,000	\$150,000	\$150,000	\$150,000	\$50,000
To expand industrial base and participate in global value chains	10	Special Economic Zone	31 July	\$500,000	\$125,000	\$125,000	\$125,000	\$125,000
	10	Research and Innovation Scheme for Enterprises	31 July	\$500,000	\$50,000	\$50,000	\$400,000	
	10	Integrated Human Resource Development Programme	31 July	\$239,249	\$100,000	\$139,249		
To ensure the development of sustainable and globally competitive tourism and audio-visual sectors	10	Tourism Fiji Marketing Grant	31 July	\$29,782,818	\$7,165,978	\$7,927,509	\$9,305,791	\$5,383,540

13. OPERATIONAL BUDGET AND OVERHEADS

Programme	Department/ Unit	SEG 1 (\$000)	SEG 2(\$000)	SEG 3(\$000)	SEG 4(\$000)	SEG 5(\$000)	SEG 6(\$000)	SEG 7(\$000)	Total Budget (\$000)
1	Policy and Administration	1,407.60	160.90	82.60	129.10	123.90	0	0	1,904.1
2	Economic and Trade Unit	1,049.0	33.9	64.0	53.0	41.5	5,722.9	8,700.9	15,665.2
3	Department of National Trade Measurement and Standard	431.3	99.2	53.0	295.0	17.0	0	170.0	1,065.5
4	Department of Cooperative Business	722.9	74.5	70.0	102.0	75.6	0	47.0	1,092.0
5	Department of Tourism	733.4	55.5	82.0	69.5	46.3	9,256.6	183.0	10,426.3
6	MSME Central Coordinating Agency	1,177.6	15.5	68.4	71.7	56.4	639.7	1,130.0	3,159.3
	Total	5,521.8	439.5	420.0	720.3	360.7	15,619.2	10,230.9	33,312.4
		17%	1%	1%	2%	1%	47%	31%	

14. BUDGET CASHFLOW FORECAST

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	(i) Efficient, productive and high performing workforce	\$7,500	\$7,500	\$7,500	\$7,500	Low productivity Interpersonal conflicts	Organise team building sessions Motivate and encourage staff to perform Recognise and acknowledge work and guide improvements Provide incentives such as training, job rotation and promotion/clear career pathway Timely and fair performance evaluations
	(ii) Recruit and retain an efficient, productive and highly skilled workforce					Staff turnover Mismatched skills to responsibilities Outdated processes	Expand recruitment options Recruit selectively Maximum contract terms for job security Skills required to be accurately matched to jobs Entry and exit interviews conducted Review and redesign processes and procedures
	(iii) Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs					Negative competition amongst employees Lack of information sharing and mentoring	Team building sessions and social functions organised Encourage a culture of 'Team Fiji' and cooperation

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(iv) Review, formulation and implementation of policies, update of businesses process and SOPs: a. Costed Operational Plan b. Internal Policies reviewed and finalised c. HR Manual d. Implementation of Risk Management Policy	\$7,500	\$7,500			Lack of awareness on policies and guidelines Information leakage/confidentiality breach Lack of IT skills	Awareness sessions organised on a regular basis Encourage a culture of inclusiveness, honesty and integrity Provide appropriate training
	(v) Staff development and advancement of technical skill set	\$21,000	\$21,000	\$21,000	\$21,000	High staff turnover Loss of institutional knowledge	Fostering a positive work culture Retainment arrangements and incentives put in place Knowledge sharing procedures put in place
	(vi) Enhance the Ministry's Human Resource Processes		\$25,000	\$25,000		Talent acquisition and management Ethics and leadership	Put in place a recruitment programme to hire the right people with right skills at the right time for the right roles Develop efficient processes for onboarding talent to ensure new starters become productive quickly Educate middle managers on the organisation values and ensure they pass these values down to their teams

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
							Create the right culture and set the tone with new recruits from the outset
An ethically and Socially responsible workforce	(i) The Ministry undertakes initiatives both internally and externally for community development and environment protection					Lack of commitment and time for these activities	Leading by example Driving a cultural change Organisation mandating time off for these activities
	(ii) The Ministry will actively monitor and encourage wellness of staff					Lack of commitment and time for these activities	Leading by example Health checks Driving a cultural change Organisation mandating time off for these activities
Enhanced internal business processes which safeguard the assets of the Ministry and provide accurate financial information	(i) Monthly Management Reports					Reports not user-friendly, accurate and updated	Develop standard, concise and informative templates Having set SOPs
	(ii) Quarterly Financial Reports					Reports not user-friendly, accurate and updated	Develop standard, concise and informative templates Having set SOPs
	(iii) Audited Annual Financial Statement					Reports not user-friendly, accurate and updated	Develop standard, concise and informative templates Having set SOPs
	(iv) Budget Costing, Utilisation and Forecasting					Inaccurate forecasting and budgeting process Over expenditure and misuse of funds Ineffective utilisation of budget to deliver Ministerial targets	Develop standard, concise and informative templates Having set SOPs

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
To build a Robust Fijian Brand through the Fijian Made – Buy Fijian Campaign	(i) Increase demand of Fijian Made goods and services in domestic, regional and international Markets	\$75,000	\$75,000	\$75,000	\$75,000	Ineffective targeting of Campaign Increase competition for Fijian Made products in the domestic, regional and international markets	Ensure marketing budget is effectively utilised Utilise multiple media channels to maximise reach Undertake brand review to address any issue
	(ii) Increase the number of Fijian Made licensed MSMEs					Firms de-register their license Cumbersome application processes	Provide tangible value to license through buyer events Simplify the application process to be as easy as possible
	(iii) Link Domestic businesses with potential markets/ buyers					Lack of engagement with local events Lack of adequate pathways Supply-side constraints	Adequate awareness raising and marketing well in advance of the event Identify key products and negotiate pathways Incentivise domestic businesses to provide consistent supply
	(iv) Enhance Compliance and Standards for the Fijian Made-Buy Fijian Campaign					Compliance standards are too onerous and/or not acknowledged by licensees	Review of processes and procedures to make them simpler to understand More awareness on the benefits of compliance
Creating a robust and resilient economy by empowering the grassroots communities, young entrepreneurs and MSMEs	(i) Enhanced professional standards of the Audio-Visual industry					Delays in processing applications	Clear SOPs Use of international best practices as benchmark
	(ii) Improved access to markets, standards, presentation and hygiene for produce	\$125,000	\$250,000	\$125,000		Lack of utilisation of stalls, hold up on regulatory approval	Monitoring of stalls to ensure proper usage, prior notification to relevant authorities for approval
	(iii) Recognition of the achievements of youth throughout the country		\$100,000	\$100,000		Relevant agencies not cooperating on the National Youth Awards	Extensive consultation and planning with key stakeholders to plan the awards

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
							Execution of marketing plan for the event
	(iv) Development of Professional Industry Associations	\$50,000	\$50,000	\$30,000		Lack of utilisation of financial support Mismanagement of funds by professional bodies Industry Association not complying with Government financial requirements	Dialogue with relevant professional bodies Strengthen Memorandum of Agreements to protect Government's interest Strengthen monitoring against KPIs Creating awareness on Government funding procedures and requirements
Broaden and diversify industrial base and sectors participating in Global Value Chains	Increased participation of enterprises with Global Value Chains	\$125,000	\$525,000	\$225,000	\$125,000	Poor coordination between Special Economic Zone partners Issues with the site Lack of take-up of the National Export Strategy	Standard due diligence and communication standards Continual communication with project partners to identify and mitigate issues early Realignment of criteria and increased marketing efforts
An equitable market environment that is procompetitive and improves consumer welfare	(i) Development of a competition and consumer protection policy and related legislation					Lack of technical understanding of reforms	Create awareness of importance of review and reforms
	(ii) Review of Consumer Credit Act					Lack of commitment from stakeholders	Cabinet endorsement and mandate to complete the review
	(iii) Development of an appropriate regulatory framework for the residential rental market					Lack of resources both financial and technical	Engage with development partners for relevant assistance

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(iv) Administration of Scrap-Metal licensing and Tax-Free Zone applications					Loss of capacity to appropriately administer Non-compliance of the relevant legislation	Continual training and resource management Strengthening enforcement and create awareness on the legislation
Creating a robust and resilient economy by empowering the grassroots communities, young entrepreneurs and MSMEs	(i) Continued development of the Micro, Small and Medium Enterprises Central Coordinating Agency ('MSME Fiji')					Inefficient resource use during re-organisation Lack of engagement with new entity	Due diligence in merger with NCSMED. Careful and thorough planning throughout the process Clear and widely consulted policy direction Awareness on the MSME Fiji
	(ii) Successful implementation of programmes administered for the development of MSMEs					Lack of utilisation and understanding of MSME Fiji Lack of awareness of projects Applicants "double-dipping"	Clear messaging on the programmes Advocacy to access government services as a key mandate of the new Unit Develop a robust database of MSMEs assisted
Securing Fiji's position and competitive advantage in the region, as the centre of trade and economic activities	(i) Implementation of the policy recommendations as identified in the Fijian Trade Policy Framework (FTPF)	\$1,250	\$1,250	\$1,250	\$1,250	Lack of high-level commitment from agencies Lack of awareness on the achievements	For the sectoral policy recommendations, the relevant agency to be given the responsibility to lead the implementation Review of the FTPF implementation to be publicised for maximum reach
	(ii) Ensuring that skills shortages are addressed through the implementation of the Registration of the Skilled Professionals Act 2016	\$3,750	\$3,750	\$3,750	\$3,750	Lack of awareness on the purpose of Registration of the Skilled Professionals Act	Awareness plan to target key industries Identify the areas where Fiji has skills gaps and develop a list of needs

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
						Resistance from Professional bodies	Organise stakeholder consultations on role of SPEC Work with educational institutes on industry capacity needs
Secured and improved market access to the region and international markets for Fijian Made goods and services	(i) Increased Market Access	\$53,750	\$53,750	\$53,750	\$53,750	Stalling of negotiations Quality of market access provided Lengthy negotiations on biosecurity pathway	Thorough feasibility studies done for the engagement with trading partners for best results Establish list of priority products that for negotiations
	(ii) India Trade Commission	\$250,000	\$125,000	\$125,000		Fiji can be required to provide reciprocal market access or other benefits to trading partners Competition for Fijian made goods and services in the respective markets Costly set up In-country procedures and conditions to comply with	Use of Trade Commission to promote Fijian Made products and services Sharing resources with the Fijian High Commission Better negotiations

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
Effective and efficient facilitation of trade	(i) Improved and streamlined cross border trade	\$1,250	\$1,250	\$1,250	\$1,250	<p>Lack of technical and financial resources to implement provisions of the WTO TFA</p> <p>Lack of coordination between border agencies</p> <p>Lack of availability of trade-related information at one-stop</p>	<p>Stock-take of implementation of the provisions of WTO TFA</p> <p>Identify areas where development support is required</p> <p>Cabinet to be notified of where the gaps are and Cabinet to provide stronger mandate to NTFC standardised manner</p>
Increased demand of Fijian Made goods and services in domestic, regional and international markets	(i) Increased awareness of Fijian Made products in existing and new markets	\$67,500	\$67,500	\$67,500	\$67,500	Limited marketing and promotion resources	Trade Commissions to work smarter to maximise the resources available and coordinate with stakeholders
Increased attractiveness of Fiji as an investment destination	(i) Streamlined and online doing business processes	\$2,500	\$2,500	\$2,500	\$2,500	Lack of commitment from implementing and supporting agencies to make the change for the better	<p>Regular updates to Cabinet on progress and the impediments, to get further mandate from to progress the project</p> <p>Create awareness through industry meetings and media</p>
New and modernised Investment policy and legal framework	(i) New and modernised Investment policy and legal framework	\$2,500	\$2,500	\$2,500	\$2,500	<p>Delay in provision of draft legislation for Cabinet endorsement</p> <p>Commitment from stakeholders</p> <p>Lack of technical capacity</p>	<p>Clear project management timelines</p> <p>Develop engagement plan and awareness on the reforms</p> <p>Use international best practices as benchmark</p>

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(ii) Streamlined investment approval processes through digitisation	\$1,250	\$1,250	\$1,250	\$1,250	Resources and technical expertise to undertake the project Slow implementation of the new processes and use of online system	Engage development partners for financial and technical support to develop the system that will be hosted on/linked to bizFIJI Change management workshops, technical training for officials and private sector
	(iii) Streamlined building permits process (Funds with digitalFIJI/Ministry of Communication)	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	Lack of commitment from implementing and supporting agencies to make the change for the better Lack of uptake of the system	Change management is key component of project Regular updates to Cabinet on progress and the impediments, to get further mandate from Cabinet to progress the project Create awareness through industry meetings and media
Broaden sectors participating in Global Value Chains	(i) Increased participation of enterprises with Global Value Chains – Dubai 2020	\$100,000	\$100,000	\$100,000	\$100,000	Lack of resources Lack of cooperation from Government agencies and private sector Finalisation of booth information	Sponsorship from private sector Sharing of cost amongst relevant stakeholders Establish quick response processes to ensure that information is conveyed to Expo Committee in a timely manner

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(ii) Enhanced coordination between industries and key trade, investment and tourism promotion agencies		\$20,000			<p>Scheduling of the industry day</p> <p>Adequate representation from agencies and stakeholders at the industry day</p>	<p>Schedule to tie in with key industry event, for example, IBA</p> <p>Working Group for preparation of industry day to include key stakeholder to ensure all pertinent issues are covered in the agenda</p>
To position Fiji as a premier tourism destination	(i) To grow tourism into a F\$2.2 billion Industry	\$3,750	\$3,750	\$3,750	\$3,750	<p>Lack of commitment by implementing partners</p> <p>Lack of coordination amongst agencies leading to duplication of work</p> <p>Lack of implementation resources</p>	<p>Increased stakeholder engagement/partnership</p> <p>Create awareness of importance of coordinated approach</p> <p>Develop project proposals for funding support from development partners</p>
	(ii) Modernise tourism research and data collection systems	\$28,750	\$28,750	\$28,750	\$28,750	<p>Lack of technical capacity and limited skillset for data analysis</p> <p>Inefficient turnaround time of reports making information outdated and/or irrelevant</p> <p>Quality control at processing and analysis stage insufficient</p> <p>Reports not user-friendly for industry</p>	<p>Continuous capacity building of staff</p> <p>Research on best practices, strengthened standard operating procedure and use of IT tools</p> <p>Implementing quality control measures whilst focusing on automating steps to eliminate human errors</p> <p>Adoption of more recent dissemination tools for reporting to allow ease of consumption such as Power BI</p>

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(iii) Increased awareness on and uptake of diversified tourism products	\$11,250	\$11,250	\$11,250	\$11,250	<p>Influx of requests for Government assistance for hosting of events</p> <p>Inadequate information and/or data to make evidenced-based decisions</p> <p>Requests for funding not submitted in a timely manner against Government financial years</p> <p>Lack of resources and commitment from stakeholders to develop key attractions</p>	<p>Manage expectations with limited resources</p> <p>Criteria for assessing requests/applications</p> <p>Better coordination amongst stakeholders to present business case</p>
	(iv) Knowledgeable and educated tourism operators	\$2,500	\$2,500	\$2,500	\$2,500	<p>Changing dynamics and needs of the industry</p>	<p>Undertake needs analysis to develop adequate training material</p> <p>Develop training plan and tools</p> <p>Strengthened partnership with training institutions</p> <p>Develop a Community Engagement Plan</p>
	(v) Improved customer service delivery of tourism Stakeholders	\$1,250	\$1,250	\$1,250	\$1,250	<p>Ineffective and/or outdated standard operating procedures and training materials</p> <p>Lack of awareness on Ministry's programmes for improvement of customer service</p> <p>Changing dynamics of customer needs and preference</p>	<p>Adopt international best practices in service delivery</p> <p>Create awareness on training programmes and emphasis on importance of frontline industry personnel</p> <p>Provide relevant training and capacity building opportunities by identifying specific needs</p>

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(v) Effective and Efficient collaboration with key tourism stakeholders	\$5,500	\$5,500	\$5,500	\$5,500	Lack of understanding of Government procedures related to the tourism industry Setting standards and guidelines at an inappropriate level that is prohibitive to MSMEs Inoperative MOUs	Use of stakeholder meetings, such as FTT to create awareness Undertake wide consultations with all relevant stakeholders Create awareness on new standards or guidelines Focused approach to engaging with partners on MOUs Needs assessment before engaging in an MOU Clearly defined area of cooperation
Modernised Trade Metrology and Standard organisation that can provide quality services to the region	(i) Improved Trade Standards and Metrology services	\$75,000	\$75,000	\$75,000	\$75,000	Lack of technical understanding and capacity Lack of resources both financial and technical Lack of commitment from stakeholders on the review Lack of proper planning for the Department	Engage development partners to assist in securing appropriately skilled personnel to assist in the review of the legislations Create awareness of importance of review and reforms Cabinet endorsement and mandate to complete the review Develop a 3 – 5 year plan for the Department

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
A fair and equitable market environment	(i) Inspection and market surveys	\$30,000	\$30,000	\$30,000	\$30,000	<p>Inspections deferred by weather – accessibility would be affected</p> <p>Resource constraints affecting inspection in maritime and certain rural areas</p>	<p>Visits to outer regions to be scheduled out of cyclone season, whilst cities and towns can have a continuing schedule</p> <p>Visits to outer islands to be coordinated with other agencies to reduce costs</p>
	(ii) Investigation of complaints					<p>Inadequate skills for investigations</p> <p>Lack of resources to undertake activities such as testing</p>	<p>Training of officers in investigation procedures</p> <p>MOUs with relevant technical agencies</p>
	(iii) Development of standards	\$20,000	\$20,000	\$20,000	\$20,000	<p>Commitment from stakeholders to provide feedback on standards</p> <p>Lack of technical expertise</p> <p>Demarcation of role of standards developer and regulator of standards</p>	<p>Standards development subcommittees to include all key stakeholders</p> <p>Engage technical expertise in the specialised area of standards development</p> <p>Review of legal framework</p>
	(iv) Coordinate the review of National Building Code, through an inter-agency working group					<p>Delay in the review due to lack of commitment from all stakeholder</p> <p>The timelines for delivery of tasks</p>	<p>Fijian National Construction Committee to lead the review in consultation with CIC</p> <p>Clear timelines developed for goals to be achieved in this financial year</p>
Vibrant and sustainable Co-operative Business	(i) Finalise new amendments to the Co-operative Act	\$7,500	\$7,500	\$7,500	\$7,500	<p>Delay in the response from stakeholders</p>	<p>Follow up with stakeholders for timely response</p>

Outcome	Output	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	Risks (Internal and External)	Mitigating Measures
	(vii) Building Capacity in co-operatives through targeted intervention and training	\$3,000	\$3,000	\$3,000	\$3,000	Lack of organised training for Divisions High cost in organising trainings for Maritime zones	Training Department to map out a training plan Work in collaboration with other Ministries to minimise costs
To strengthen Co-operative College and provide quality training and development	(i) Development of internationally recognised Co-operatives Curriculum by 2020 (ii) Improve the Co-operative College teaching and learning resources to better serve co-operatives					High cost in engaging consultant Delay in procurement	Seek assistance from Technical Institutions/ Development Partners Plan all procurement in Quarter I

15. RESOURCING PLAN

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	Efficient, productive and high performing workforce	HHR/All Heads of Departments/Units	Budgeted year		<ul style="list-style-type: none"> Stakeholders and Private Organisations expertise in Selection Panel
	Recruit and retain an efficient, productive and highly	SHRC HRC HRO	Budgeted year		<ul style="list-style-type: none"> Registered Trainers Training Institutions/ Universities
	Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs	HF SFM	Budgeted year		
	Review, formulation and implementation of policies, update of businesses process and SOPs: a. Costed Operational Plan b. Internal Policies reviewed and finalised c. HR Manual d. Implementation of Risk Management Policy		Budgeted year		
	Staff Development		Budgeted year	Training Room	<ul style="list-style-type: none"> Ministry of Education Civil Service Reform Management Unit
Ensuring that the Ministry has the expertise, leadership capacity and information technology to enable the achievement of the Ministry's objectives	Efficient and effective service delivery		Budgeted year	<ul style="list-style-type: none"> Server IT connections Computers 	<ul style="list-style-type: none"> Ministry of Education Civil Service Reform Management Unit
	Enhance the Ministry's Human Resource Processes		Budgeted year		
	Administrative and Executive Support		Budgeted year		

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
An ethically and Socially responsible workforce	The Ministry undertakes initiatives both internally and externally for community development and environment protection the Ministry will actively monitor and encourage wellness of staff	HHR/All Heads of Departments/Units SHRC HRC HRO HF SFM	Budgeted year		
Enhanced internal business processes which safeguard the assets of the Ministry and provide accurate financial information	Monthly Management Reports	HF/HODs SFM FM AFM FO	Budgeted Year		<ul style="list-style-type: none"> • MOE
	Quarterly Financial Reports				
	Audited Annual Financial Statement				
	Budget Costing, Utilisation and Forecasting				
To build a Robust Fijian Brand through the Fijian Made – Buy Fijian Campaign	Increase demand of Fijian Made goods and services in domestic, regional and international Markets	CE PEPO SEPO EPO	Budgeted Year		<ul style="list-style-type: none"> • IFC/MDF • Private sector • Fijian Made Compliance Committee
	Increase the number of Fijian Made licensed MSMEs	CE PEPO SEPO EPO	Budgeted Year		<ul style="list-style-type: none"> • Fijian Made Compliance Committee
	Enhance Compliance and Standards for the Fijian Made-Buy Fijian Campaign	CE PEPO EPO	Budgeted Year		<ul style="list-style-type: none"> • POETComm • Fijian Made Compliance Committee
Creating a robust and resilient economy by empowering the grass-root communities and MSME development	Continued establishment of the Micro, Small and Medium Enterprises Central Coordinating Agency Increased participation of grassroots communities and Fijians in business	CE PTE PBAO PEPO SMEO SMEO EPO	Budgeted Year		<ul style="list-style-type: none"> • IFC/ADB/MDF • UN Agencies • YES Selection Panel and Mentors • RISE Committee • Ministry of Youth and Sports/ Ministry of Education

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
	Improved standards, presentation and hygiene for produce	CE PBAO PEPO PEPO TA SMEO SMEO	Budgeted year		<ul style="list-style-type: none"> • MOE – CIU • TLTB • FRA • Ministry of Infrastructure • Local Government
Broadened and diversified economic sectors and export base	Increase participation in the Global Value Chain	CE PEPO TA SMEO SMEO	Budgeted year		<ul style="list-style-type: none"> • IFC • FNPF • MOE – CIU • NES Committee
An equitable market environment that is procompetitive and improves consumer welfare	Development of a competition and consumer protection policy and related legislation	CE PTE PEPO EPO	Budgeted year		<ul style="list-style-type: none"> • PSDI – ADB • Solicitor-General's Office
	Review of Consumer Credit Act	CE PTE PEPO EPO	Budgeted year		<ul style="list-style-type: none"> • Solicitor-General's Office
	Development of an appropriate regulatory framework for the residential rental market	CE PTE PEPO EPO	Budgeted year		<ul style="list-style-type: none"> • Solicitor-General's Office
Securing Fiji's position and competitive advantage in the region, as the center of trade and economic activities	Implementation of the policy recommendations as identified in the Fijian Trade Policy Framework	DT PTE STE TPO	Budgeted year		<ul style="list-style-type: none"> • WBG/IFC • DFAT • NTDC
	Ensuring that skills shortages are addressed through the implementation of the Registration of the Skilled Professionals Act 2016	DT SEPO			<ul style="list-style-type: none"> • SPEC • Professional Licensing Bodies • Department of Immigration
Secured and improved market access to the region and international markets for Fijian Made goods and services	Increased Market Access	DT PTE PTE STE STE TPO			<ul style="list-style-type: none"> • PIFS • Bilateral Partners • Consultants

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
Effective and efficient facilitation of trade	Improved and streamlined cross border trade	DT PTE PTE STE STE TPO			<ul style="list-style-type: none"> • WBG/IFC • ADB • NTFC
Increased demand of Fijian Made goods and services in domestic, regional and international markets	Increased awareness of Fijian Made products in existing and new markets	TCs DT PTE PTE STE STE TPO			<ul style="list-style-type: none"> • Private sector
Increased attractiveness of Fiji as an investment destination	Streamlined and online doing business processes	DT PTE STE TPO			<ul style="list-style-type: none"> • WBG/IFC • SCE • EODB Taskforce
Sustain total investment contribution to GDP above 25%	New and modernised Investment policy and legal framework	DT PTE STE TPO			<ul style="list-style-type: none"> • WBG/IFC • Investment Taskforce
	Streamlined investment approval processes through digitisation	DT PTE STE TPO			<ul style="list-style-type: none"> • WBG/IFC • Investment Taskforce
	Streamlined building permits process	DT PTE STE TPO			<ul style="list-style-type: none"> • SCE • EODB Taskforce • BPEC
Broaden sectors participating in Global Value Chains	Increased participation of enterprises with Global Value Chains	DT STO MIT			
To position Fiji as a premier tourism destination	To grow Tourism into a F\$2.2billion Industry	DoT Tourism team			<ul style="list-style-type: none"> • Development partners

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
	Modernise tourism research and data collection systems	DoT PTO STO TO TO TO	Tablets Statistics software Laptops		<ul style="list-style-type: none"> IFC
	Increased awareness on and uptake of diversified tourism products	DoT PTO STO STO TO TO TO			<ul style="list-style-type: none"> MDF
	Knowledgeable and educated tourism operators	DoT PTOs STO STO STO TO TO			<ul style="list-style-type: none"> UNWTO SPTO
	Improved customer service delivery of tourism Stakeholders	DoT PTO STO TO			<ul style="list-style-type: none"> FHEC
	Effective and Efficient collaboration with key tourism stakeholders	DoT PTOs STO STO TO TO TO			<ul style="list-style-type: none"> Key industry associations Educational institutes Line ministries and Statutory Boards (Agriculture, Youth & Sports, Lands, Fisheries, Forests, Police, Education, Heritage & Arts, iTaukei, IF, FF, TF, etc)

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
Modernised Trade Metrology and Standard organisation that can provide quality services to the region	Improved Trade Standards and Metrology services	DNTMS MP CM			<ul style="list-style-type: none"> • ISO • Standards Australia • Standards New Zealand • DFAT
	Enhanced technical skill set of the staff of the Department	CS SO DI			
	Inspection and market surveys	DI			
	Investigation of complaints	DI AI STA			
Vibrant and sustainable Co-operative Business	Finalise new amendments to the Co-operative Act	DRC PCO SCO DMs		<ul style="list-style-type: none"> • Laptop • Multimedia 	<ul style="list-style-type: none"> • SGs Office • Co-operatives
	Facilitate, register, supervise and monitor smooth operations of Co-operatives	DRC PCO DMs AMs			<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Women • Ministry of Youth • Ministry of Forest • Ministry of Fisheries • IHRDP
	Diversified co-operative sector adds value to our natural resources	DRC PCO DMs AMs			<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Women • Ministry of Youth • Ministry of Forest • Ministry of Fisheries • IHRDP
	Export oriented co-operatives	DRC DMs			<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Women • Ministry of Youth • Ministry of Forest • Ministry of Fisheries
	Creation of employment through Co-operative development	DRC DMs AMs			<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Women • Ministry of Youth • Ministry of Forest • Ministry of Fisheries

Outcome	Output	Staff Positions	Allocated staff days	Specialised Equipment and Facilities	External Expertise
	Encourage women, youth and people with disability to participate in MSME and Cooperatives	DRC PCO DMs AMs			<ul style="list-style-type: none"> Ministry of Youth Ministry of Women
	Building Capacity in co-operatives through targeted intervention and training	DRC MT AM (T)		<ul style="list-style-type: none"> Training Room Laptop Multimedia 	<ul style="list-style-type: none"> Co-operatives
To strengthen Co-operative College and provide quality training and development	<p>Development of internationally recognised Co-operatives Curriculum by 2020</p> <p>Improve the Co-operative College teaching and learning resources to better serve co-operatives</p>	DRC PCO SCO MT			<ul style="list-style-type: none"> International Co-operative Training Institute
Creating a robust and resilient economy by empowering the grassroots communities and MSME	Livelihoods created	DIHRDP DMs PO			<ul style="list-style-type: none"> Ministry of Provincial Development Co-operative College MOA MOF
	Community and clusters supported				
	New Income Generating Projects funded				

16. GLOSSARY

This glossary provides definitions for a number of different terms to help you understand their meaning when used in the body of this corporate plan.

Vision	The organisation's long-term picture of a desired future	Output Groups	A collection of outputs (including internal outputs) that are similar in nature.
Mission	What the organisation does, which services and programmes it provides, why it provides them and for whom. It is a comprehensive statement that articulates a clear purpose. The mission statement is the foundation upon which the strategic plan rests.	Output Performance Measures	An assessment of characteristics of performance that illustrate that an agency has achieved (or not achieved) its outputs. These measures relate to quantity, quality and timeliness.
Strategic Priorities	Strategic objectives that the organisation needs to focus on and pay attention to in order to achieve its strategic goals. All subsequent operational planning and resource allocation is based on the strategic priorities	Performance Targets	Numerical target levels of performance against which actual performance can be compared.
Outcome	Impact or effect on the community from the goods and services delivered by agencies.		
Objective	Sets the path to achieve a goal and includes measures of the goal.		
Output	Goods or services provided to clients and customers external to the agency.		
Internal Output	Goods or services of one part of an agency delivered to other parts of the same agency. They contribute indirectly to the production of outputs.		
Sub-output	A single output produced along the production process leading to the production/delivery of an output.		

17. ABBREVIATIONS

ADB	Asian Development Bank	HIT	Head of IT
AFM	Assistant Finance Manager	HOD	Head of Department
AI	Assistant Inspector	HRC	Human Resources Coordinator
AM	Assistant Manager	HRO	Human Resources Officer
CE	Chief Economist	IEPA	Interim Economic Partnership Agreement
CM	Coordinator Metrology	IF	Investment Fiji
CS	Coordinator Standards	IFC	International Finance Corporation
DE	Director Economics	IPM	International Participants Meeting
DFAT	Department of Foreign Affairs and Trade	ISO	International Organisation for Standardisation
DI	Divisional Inspectors	IVS	International Visitor Survey
DM	Divisional Managers	MDF	Market Development Facility
DNTMS	Director National Trade Measurement and Standards	MFTA	Melanesian Free Trade Agreement
DoT	Director Tourism	MoA	Ministry of Agriculture
DT	Director Trade	MoF	Ministry of Fisheries
DIHRDP	Director Integrated Human Resource Development Programme	MOA	Memorandum of Agreement
DRC	Director and Registrar of Co-operatives	MOU	Memorandum of Understanding
EPO	Economic Planning Officer	MP	Manager Policy
EU-ACP	European Union-African, Caribbean and Pacific	MSGTA	Melanesian Spearhead Group Trade Agreement
FF	Film Fiji	MSMEs	Micro, Small and Medium Enterprises
FH	FIJIAN HOSTS	MT	Manager Training
FHEC	Fiji Higher Education Commission	NES	National Export Strategy
FHTA	Fiji Hotel and Tourism Association	N/A	Not Applicable
FITBA	Fiji Independent Travellers and Backpackers Association	NTDC	National Trade Development Council
FM	Finance Manager	NTFC	National Trade Facilitation Committee
FNU	Fiji National University	NTMA	National and Trade Measurement Act
FO	Finance Officer	PCO	Principal Co-operatives Officer
FT 2021	Fijian Tourism 2021	PD	Programme Director
FTPF	Fijian Trade Policy Framework	PEPO	Principal Economic Planning Officer
FTT	Fijian Tourism Talanoa	PICTA	Pacific Island Countries Trade Agreement
GDP	Gross Domestic Product	PIFS	Pacific Islands Forum Secretariat
HF	Head of Finance	PO	Project Officer
HHR	Head of Human Resources	PSDI	Private Sector Development Initiative

PTO	Principal Tourism Officer	USP	University of the South Pacific
PTA	Preferential Trade Agreement	WBG	World Bank Group
PTE	Principal Trade Economist	WTO	World Trade Organisation
RISE	Research and Innovation Scheme for Enterprises	YES	Young Entrepreneurship Scheme
ROO	Rules of Origin		
SCE	Singapore Cooperation Enterprise		
SCO	Senior Co-operatives Officer		
SEPO	Senior Economic Planning Officer		
SEZ	Special Economic Zone		
SHRC	Senior Human Resources Coordinator		
SFM	Senior Finance Manager		
SG	Solicitor-General		
SMEO	Senior Monitoring and Evaluation Officer		
SO	Standards Officer		
SOFTA	Society of Fiji Travel Associates		
SOP	Standard Operating Procedures		
SPEC	Skilled Professionals Evaluation Committee		
SPTO	South Pacific Tourism Organisation		
STA	Senior Technical Assistant		
STE	Senior Trade Economist		
STO	Senior Tourism Officer		
TA	Technical Adviser		
TC	Trade Commission		
TF	Tourism Fiji		
TO	Tourism Officer		
TPO	Trade Policy Officer		
TSQCA	Trade Standards and Quality Control Act		
UK-Pacific	United Kingdom-Pacific		
UNDESA	United Nations Department of Economic and Social Affairs		
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific		
UNWTO	United Nations World Tourism Organisation		



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