



MINISTRY OF  
INDUSTRY, TRADE  
AND TOURISM

STRATEGIC PLAN  
2018-2023



# TABLE OF CONTENTS

<b>Section</b>	<b>Page No.</b>
1. Minister's Foreword	1
2. Permanent Secretary's Statement	2
3. Corporate Profile	4
4. Roles & Responsibilities	5
5. SWOT Analysis	7
6. Strategic Priorities, Goals, Objectives, Strategies and Outcomes	8
7. Five Year Budget Forecast	20
8. Glossary	21



# I. MINISTER'S FOREWORD



Bula Vinaka!

The Ministry of Industry, Trade and Tourism's 2018-2023 Strategic Plan is an important document and is a product of extensive consultations with all staff of the Ministry.

The Plan maintains the vision that was adopted in our previous 3-year Strategic Plan. The continuity of the vision is vital to ensure that the Ministry maintains its position as the key driver, enabler and facilitator in creating a dynamic business and investment environment in Fiji, in order to achieve sustainable economic growth, generate employment and create livelihood.

The Ministry of Industry, Trade and Tourism, is at a critical juncture to ensure that the positive performance of trade, investments, tourism and the diversification of the economic base continues. In this regard, the Ministry has put in place a 5-year strategic plan that clearly outlines the strategic priorities, in line with the 5-year and 20-year National Development Plan.

The Ministry's vision of "Brighter Economic Future for All" is aligned to the overall Vision of the Fijian Government, which is "Transforming Fiji". The Vision will guide each division, department, unit and trade commission to fulfil its roles and responsibilities under the guidance of the Permanent Secretary.

The Plan has taken into consideration the recent economic reforms of the Fijian Government and the ongoing public service reforms. This is to ensure all staff of the Ministry deliver high quality services and achieve the identified Key Performance Indicators (KPIs), within agreed timeframes and allocated resources.

I am confident that with commitment to the Vision, the Ministry will continue to attain high levels of performance and service delivery expected by all our stakeholders.

Thank you and vinaka vakalevu.

A handwritten signature in blue ink, consisting of stylized initials and a long horizontal stroke extending to the right.

Hon. Faiyaz Siddiq Koya  
Minister for Industry, Trade and Tourism

## 2. PERMANENT SECRETARY'S STATEMENT



I am pleased to present the 2018-2023 Strategic Plan of the Ministry of Industry, Trade and Tourism. The inclusive approach taken by the Ministry in devising this Plan, has allowed for the continuation of the commitment to the Vision, Mission Statement and accompanying Values of the previous Plan.

The Ministry has an important role to play in implementing policies that have an impact on economic growth. The Fijian Government's stable, sound and pro-growth policies have led to nine consecutive years of strong economic performance and the Ministry will continue to pursue trade and economic policies to enhance the growth of the economy.

The Ministry's strategies for the next five years focus on key pillars, which will contribute towards maintaining the positive growth trajectory that the Fijian economy has been experiencing over the past decade. These strategies take into account the inclusive economic, social, environmental, technological and spatial development.

Investment is crucial to Fiji's growth and in order to enhance facilitation of both foreign and domestic investments, the Ministry will work towards further enhancing our business and investment climate through legislative, procedural and institutional reforms.

In order to position Fiji as the services and manufacturing hub, the Ministry will continue to coordinate the effective implementation of the policy recommendations as identified in the Fijian Trade Policy Framework and work with the private sector to strengthen linkages between the various sectors of the economy that will lead to job creation and sustainable use of resources.

Furthermore, in order to diversify and expand the economic base in the Western Division, the Ministry is leading the development of the Wairabetia Economic Zone. The Zone will be a one-stop-shop that will contain all the supporting infrastructure and utilities to attract high quality and targeted investments in the ICT, manufacturing and other services-based industries.

The Ministry will work on elevating the branding of the Fijian Made-Buy Fijian Campaign to capture quality and standards. The launch of the Fijian Organic brand will pave the way for niche and high-end agro-products that will cater for the needs of a specific market.

In addition, the Fijian Government, through the National Export Strategy will continue to support exporters in their efforts to grow their exports and venture into new markets, whilst encouraging competitiveness, diversification and value addition to achieve sustainable economic growth

The Ministry will continue its work towards the implementation of policies and the development of new policies that will support the sustainable development and empowerment of low income earners and women through small and micro businesses and Co-operatives, and the integration of these small and micro businesses into the local and global supply chains.

In addition, the Ministry, through the Central Coordinating Agency (CCA), will provide tailor-make support for micro and small businesses to address their specific needs related to capacity building, regulatory compliance and adapting to innovative and new technologies. The CCA will drive the Young Entrepreneurship Scheme (YES), which will continue to provide an avenue for young Fijians to become entrepreneurs, to pursue their dreams and become "job creators".

The Ministry will also implement the National Innovation Framework, which will set the long-term strategy that will facilitate economic growth through innovation. It will provide a “roadmap” to facilitate Fiji’s growth in E-commerce and ICT.

Tourism is a crucial sector for the Fijian economy as it is the largest contributor to the Fijian GDP. The Ministry believes that there is a need for coordinated, whole-of-Government and industry approach to maintain the growth of this sector. Therefore, the tourism strategic plan known as Fijian Tourism 2021 (FT 2021) provides the framework within which the agencies will work together to achieve the vision of a \$2.2 billion industry by 2021, with focus on quality tourism, diversifying our offerings and creating linkages to the agriculture and manufacturing sectors.

Having identified the specific Goals, Objectives and Strategies of the 2018-2023 Strategic Plan, I urge all staff of the Ministry to work collaboratively with all stakeholders, as we aspire to achieve all deliverables within the operational period of the Plan. To this end, the Ministry endeavours to achieve the overall vision of the Fijian Government of “Transforming Fiji”, as stipulated in the 5-year and 20-year National Development Plan.



Shaheen Ali  
Permanent Secretary for Industry, Trade and Tourism

**Our Vision**

“Brighter Economic Future for All”

**Our Mission**

“Creating Sustainable Growth of Commerce and Industry through Innovative and sound Policies that lead to Improved Livelihoods for all Fijians”

**Values (‘Greatest’)**

**G**ood Governance

**R**espect and value for people

**E**xcellence in Service – innovation in delivery

**A**ffirmative – being positive

**T**rustworthy

**E**quality for all and equal participation

**S**ocially Responsible

**T**eam Fiji – collaboration with our stakeholders



## 4. ROLES AND RESPONSIBILITIES

### 4.1 Introduction

The Ministry of Industry, Trade and Tourism 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, Human Resources Unit and Finance Unit, within the Ministry, including Trade Commissions in Australia, China, New Zealand, North America and Papua New Guinea. The Ministry is supported by seven statutory organisations, namely Consumer Council of Fiji, Fijian Competition and Consumer Commission, Investment Fiji, Film Fiji, Tourism Fiji, Real Estate Agents Licensing Board and National Centre for Small and Micro Enterprise Development.

### 4.2 Human Resources Unit

The Unit is responsible for providing administrative support to management, departments/divisions, 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.

### 4.3 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 also responsible for managing the Ministry's cashflow, timely financial reporting and preparation of budgetary submissions.

### 4.4 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 up-skilling of Co-operative society members and officials is also a key role of the Department.

### 4.5 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.

### 4.6 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.

### 4.7 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 (MSME), investment, services, competition and consumer protection. The Unit oversees four statutory organisations and is also responsible for providing policy advice and administrative support to its stakeholders, both within Government and externally. The CCA is temporarily housed within the Unit, to consolidate MSME support.

### 4.8 Trade Unit

The Unit's role is to formulate and implement policies and initiatives to enhance Fiji's international trade 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 five Trade Commissions, as well as, Film Fiji and Investment Fiji.

### 4.9 Integrated Human Resources Development Programme (IHRDP)

The IHRDP addresses unemployment through a holistic and integrated approach by combining efforts and resources of the public, private and civil society sectors. The Programme empowers communities to achieve decent and productive work to enhance sustainable national economic growth. The Programme also provides grant funding for community-based income generating projects in rural areas with a focus on supporting MSME development.

#### 4.10 Trade Commissions

The five Trade Commissions based in Australia, China, New Zealand, North America 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.

#### 4.11 Legal Framework

The Ministry's roles and responsibilities also cover the following Laws and Trade Agreements:

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. Small and Micro Enterprise Development Act 2002
21. Superyacht Charter Act 2010
22. Tax Free Zones Act 1989
23. Tourism Fiji Act 2004
24. Trade Standards and Quality Control Act 1992

#### Trade Agreements

1. Interim Economic Partnership Agreement (I-EPA)
2. Melanesian Spearhead Group Trade Agreement (MSGTA2)
3. Melanesian Free Trade Agreement (MFTA)
4. Pacific Island Countries Trade Agreement (PICTA)
5. South Pacific Regional Trade and Economic Co-operation Agreement (SPARTECA)
6. World Trade Organization (WTO) Agreement

# 5. SWOT 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), as part of its planning efforts during 2018. The SWOT analysis will focus on the challenges and opportunities that must be addressed or overcome to ensure achievement of Ministry objectives.

The infographic features four columns, each with a header image at the top and a list of questions below. The columns are: Strengths (blue), Weaknesses (red), Opportunities (yellow), and Threats (teal). Each column ends with a large circular icon containing the letter for that category.

- Strengths (S):**
  - > What you can do well?
  - > How you stand apart from your competitors?
  - > Do you possess strong research and development capabilities?
  - > What internal resources do you have?
  - > What kind of tangible assets (capital, credit, distribution channels or technology) you own?
- Weaknesses (W):**
  - > Which areas need improvement to compete with your strongest competitor?
  - > What does your business lack?
  - > Are there any limited resources?
  - > Is your business in a poor location?
- Opportunities (O):**
  - > What opportunities exist in your market?
  - > How can these benefit?
  - > Is the perception of your business positive?
  - > Had there been any changes the market recently?
- Threats (T):**
  - > Who are your potential competitors?
  - > Which factors you need to control to prevent the risks to your business?
  - > Is there anything, deteriorating your revenues or profits?
  - > What threatens your marketing efforts?

A faded version of the SWOT analysis infographic, showing the same four columns (Strengths, Weaknesses, Opportunities, Threats) with their respective icons and question lists, but with significantly reduced opacity.

## 6.6. STRATEGIC PRIORITIES, GOALS, STRATEGIES AND OUTCOMES

### 6.1 Strategic Priority

The Ministry's Strategic Plan will be subject to regular reviews and includes an approach of aligning the relevant strategic objectives highlighted in the National Development Plan (NDP), and various relevant public sector reform initiatives. The Ministry's SWOT analysis will subsequently augment these strategic priorities.

	<b>Ministry Strategic Priorities</b>	<b>Source of Priority</b>
1	Improve Fiji's overall trade performance through a more competitive economy and thereby help establish Fiji as the modern hub of the Pacific	NDP Goal, Policies and Strategies (Pg. 127) Fijian Trade Policy Framework 2015-2025
2	To improve market access of Fijian Made goods and services in international markets	Fijian Trade Policy Framework 2015-2025
3	To promote the production and consumption of Fijian Made goods and services	NDP Goal, Policies and Strategies (Pgs. 87-90) Fijian Trade Policy Framework 2015-2025
4	To improve investment and business climate and ease of doing business	NDP Goal, Policies and Strategies (Pgs.88-89) Fijian Trade Policy Framework 2015-2025
5	To ensure the development of sustainable and globally competitive tourism	NDP Goal, Policies and Strategies (Pgs. 123-126) Fijian Tourism 2021
6	Improve livelihoods through Co-operatives, young entrepreneurs and micro and small enterprise	NDP Goal, Policies and Strategies (Pgs. 91-93) Fijian Trade Policy Framework 2015-2025 Fijian Tourism 2021
7	To expand industrial base and participate in global value chains	NDP Goal, Policies and Strategies (Pgs. 93-95) Fijian Trade Policy Framework 2015-2025
8	To be a premier metrology and standards organisation in the Region	NDP Goal, Policies and Strategies (Pgs. 88-90) Fijian Trade Policy Framework 2015-2025
9	To enhance and strengthen consumer protection through fair trade policies, laws and enforcement	NDP Goal, Policies and Strategies (Pgs. 89-90) Fijian Trade Policy Framework 2015-2025
10	An efficient and productive workforce supported by a modern and effective work environment	NDP Goal, Policies and Strategies (Pgs. 15 & 134)
11	To deliver timely financial support services through transparent and accountable financial management processes and practices	NDP Goal, Policies and Strategies (Pg. 15) Financial Management Act 2004; Finance Instructions 2010; Procurement Regulations 2010; and Ministry's Finance Manual 2017

## 6.2 Ministry's Strategic Priorities, Goals, Strategies and Outcomes

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
1. Improve Fiji's overall trade performance through a more competitive economy and thereby help establish Fiji as the modern hub of the Pacific	1.1. Securing Fiji's position and competitive advantage in the region, as the center of trade and economic activities	1.1.1. Coordinate the effective implementation of the Fijian Trade Policy Framework	<ul style="list-style-type: none"> <li>Implementation of the policy recommendations as identified in the Fijian Trade Policy Framework</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of the milestones as outlined in the Fijian Trade Policy Framework</li> </ul>	<ul style="list-style-type: none"> <li>Modernised Investment Act and Policy by 2019</li> </ul>
		1.1.2. Improve the coordination and facilitation in collaboration with the private sector to take advantage of opportunities arising from value addition	<ul style="list-style-type: none"> <li>Strengthened linkages between various sectors of the economy leading to job creation and sustainable utilisation of natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the GDP using the value-added approach</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of firms exporting premium Fijian products and services</li> </ul>
2. To improve market access of Fijian Made goods and services in international markets	2.1. Secured and improved market access to the regional / international markets for Fijian Made goods and services	1.1.3. Assess applications from skilled professionals	<ul style="list-style-type: none"> <li>Ensuring that skill shortages are addressed through the implementation of the Registration of Skilled Professionals Act 2016</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meetings of Skilled Professionals Evaluation Committee (SPEC) and market analysis on skilled professionals gap</li> </ul>	<ul style="list-style-type: none"> <li>Minimise the skilled professionals employment gap</li> </ul>
		1.1.4. Undertake market assessment	<ul style="list-style-type: none"> <li>Increased Market Access</li> </ul>	<ul style="list-style-type: none"> <li>Continued access to the UK market after the UK withdrawal from EU is finalised in 2019</li> </ul>	<ul style="list-style-type: none"> <li>Finalised Fiji-UK Trade Arrangement by 2019</li> </ul>
		2.1.1. Operationalisation of multilateral, regional, and bilateral trade agreements/arrangements			
		2.1.2. Undertake technical meetings and discussions			
		2.1.3. Submission to Cabinet on the way forward			
		2.1.4. Active participation in international and regional trade related conferences, seminars and meetings			
		2.1.5. Participation in regional meetings on PICTA Rules of Origin			
				<ul style="list-style-type: none"> <li>Improved access in the MSG countries for Fijian made goods and services, labour mobility and investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ratification of the MFTA by 2019</li> </ul>
				<ul style="list-style-type: none"> <li>Improved access in the 13 Pacific Island Countries with better rules of origin</li> </ul>	<ul style="list-style-type: none"> <li>Initiate discussions on the improvement of PICTA Rules of Origin in 2018</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
3. To promote the production and consumption of Fijian Made products and services	2.2. Effective and Efficient facilitation of trade	2.1.6. Conclude ongoing negotiations and if required, pursue new initiatives on preferential trade agreements with key emerging markets  2.2.1. Coordinate and implement the trade facilitation agreement to enhance processes	<ul style="list-style-type: none"> <li>Enhanced trade relations and market access between Fiji and China</li> <li>Improved and streamlined cross border trade</li> </ul>	<ul style="list-style-type: none"> <li>Increased bilateral trade between Fiji and China</li> <li>Improved efficiency, productivity and enhanced services of the border agencies</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study completed and way forward determined</li> <li>Implementation of the WTO Trade Facilitation Agreement in line with its relevant performance measures</li> </ul>
	3.1. Increased demand of Fijian Made goods and services in domestic, regional and international markets	3.1.1. Effective use of the Trade Commissions and Diplomatic Missions  3.1.2. Establish a new Trade Commission in the South East Asia Region  3.1.3. Host trade and investment missions to explore opportunities available in Fiji  3.1.4. Link domestic businesses with potential markets/buyers  3.1.5. Identify potential foreign investors to tie in with domestic businesses	<ul style="list-style-type: none"> <li>Increased awareness and availability of Fijian Made products and services in the international market (existing and new)</li> </ul>	<ul style="list-style-type: none"> <li>Trade and investment missions held in the host country of the Trade Commissions and in Fiji's key markets</li> </ul>	<ul style="list-style-type: none"> <li>At least 1 trade and investment mission held in host country of the Trade Commissions per year</li> <li>At least 1 trade and investment mission held in key markets not represented by Trade Commissions per year</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
		<p>3.1.6. Secure international market chains for Fijian Made and Fijian Grown products and services</p>	<p>• More Fijian Made goods and services available in the domestic, regional and international markets</p> <p>• Enhanced Compliance and Standards for Fijian Made Buy Fijian Campaign</p>	<p>• Increase in the export of Fijian Made and Fijian Grown products and services</p>	<ul style="list-style-type: none"> <li>• Increase the export of Fijian Made and Fijian Grown products and services by 5% annually</li> <li>• Secure at least one international market chain by 2020</li> </ul>
	<p>3.1.7. Undertake trade and investment missions to explore opportunities in existing and potential markets</p>	<p>• Increase in private sector investment and interest in doing business in Fiji</p>		<p>• Increased engagement with key businesses, exporters, distributors and retailers</p>	<ul style="list-style-type: none"> <li>• Institute an MOU amongst Film Fiji, Investment Fiji and Tourism Fiji to undertake combined marketing and promotional activities in key and emerging markets</li> <li>• At least one combined marketing and promotional activity be held in the key markets each year</li> </ul>
	<p>3.1.8. Enhance collaboration and cooperation between key agencies (Investment Fiji, Tourism Fiji and Film Fiji) to jointly market “Brand Fiji” and to position Fiji as a highly desired destination for trade, tourism, investment and film-making</p>				
	<p>3.1.9. Undertake focused promotional activities of the Fijian Made Brand domestically, regionally and internationally</p>	<p>3.2.1. Develop and review minimum compliance requirements and standards</p> <p>3.2.2. Ensure compliance requirements and standards are upheld</p>	<p>• Increase in the export of Fijian Made and Fijian Grown products and Services</p>	<p>• Increase the number of targeted promotional activities by 25 percent</p>	<ul style="list-style-type: none"> <li>• Strengthened Fijian Made compliance requirements and standards by 2018</li> </ul>
	<p>3.2. Fijian Made-Buy Fijian Campaign: To build a Robust Fijian Brand</p>				

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
4. To improve investment and business climate, and ease of doing business	4.1. Increased attractiveness of Fiji as an investment destination	3.2.3. Review and implement the Marketing Plan 2018-2020  3.2.4. Licence flagship companies, industry leaders and companies that promote sustainability	<ul style="list-style-type: none"> <li>Increased Fijian made flagship companies, industry leaders and companies that promote sustainability</li> <li>Increased the number of MSMEs licensed</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness through print and social media, websites, promotional items, brochures and competitions</li> <li>More reputable companies that promote sustainability licensed</li> <li>More MSMEs licensed</li> </ul>	<ul style="list-style-type: none"> <li>Maximise Return on Marketing Investment</li> <li>Increase in Fijian made flagship companies, industry leaders and companies that promote sustainability by 20 firms by 2023</li> <li>Increase in the number of MSMEs licensed by 5% per annum</li> </ul>
	4.2. Sustain total investment contribution to GDP above 25%	4.1.1. Complete the 'Ease of Doing Business' Review  4.2.1. Complete the review of the Investment Policy and legal framework  4.2.2. Coordinate the review of investment approval process  4.2.3. Effective coordination and implementation of the improved process for Building Permits	<ul style="list-style-type: none"> <li>Streamlined and online doing business processes</li> <li>New and modernised Investment policy and legal framework</li> <li>Streamlined investment approval processes through digitisation</li> <li>Streamlined building permits process</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in doing business in Fiji</li> <li>Improved registration and facilitations of foreign and domestic investment</li> <li>Reduction in time taken for investment approvals</li> <li>Reduction in time taken for issuance of building permits</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the recommendations of the review report on doing business in Fiji</li> <li>New Investment Policy and Law to be implemented by 2019</li> <li>Reform maps for key investment approval processes completed by 2023</li> <li>New building permits approval process online by 2019</li> <li>Effective implementation of the FT 2021</li> </ul>
5. To ensure the development of sustainable and globally competitive tourism	5.1. To position Fiji as a premier tourism destination	5.1.1. Finalise the Fijian Tourism 2021 (FT 2021)	<ul style="list-style-type: none"> <li>To grow Tourism into a F\$2.2billion Industry by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of milestones as outlined in the FT 2021</li> <li>Mid-term review of FT 2021</li> </ul>	<ul style="list-style-type: none"> <li>Effective implementation of the FT 2021</li> </ul>



STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
		<p>5.1.2. Modernise tourism research and data collection system</p> <p>5.1.3. Completion of International Visitor Survey (IVS) Reports</p> <p>5.1.4. Development of research skills</p> <p>5.1.5. Identify and promote diversified tourism products</p> <p>5.1.6. Facilitate International Events</p> <p>5.1.7. Undertake capacity building for industry stakeholders</p> <p>5.1.8. Undertake customer service trainings</p>	<ul style="list-style-type: none"> <li>Improved research and data collection system</li> <li>Increased awareness on and uptake of diversified tourism products</li> <li>Knowledgeable and trained tourism operators</li> <li>Improved customer service delivery of tourism stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Diagnostic review of Fiji's IVS</li> <li>Development and implementation of the Hotel Data Collection System (HDCS)</li> <li>Timely completion of IVS Reports</li> <li>Increase in the number of tourism research training</li> <li>Key Events Implemented</li> <li>Increase in number of new/innovative tourism products</li> <li>Increase in number of MSME tourism operators</li> <li>Improvement in overall customer satisfaction across the industry</li> </ul>	<ul style="list-style-type: none"> <li>Revamped International Visitor Survey process by 2019</li> <li>Finalised HDCS</li> <li>Completed and published IVS Reports</li> <li>Enhanced capacity of the tourism research team</li> <li>International Events successfully hosted</li> <li>10 new tourism products by 2022</li> <li>10 capacity building trainings for MSME tourism operators by 2022</li> <li>600 front-liners trained under the Fijian HOSTS by 2021</li> <li>Trainings in collaboration with SPTO and UNWTO</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
6. Improve livelihoods through Co-operatives, young entrepreneurs and micro and small enterprise	6.1. Vibrant and Sustainable Co-operative Businesses	5.1.9. Implementation of Fijian Tourism Talanoa (FTT) key outcomes	<ul style="list-style-type: none"> <li>• Effective and efficient collaboration with key tourism stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced collaboration in the development of tourism-related policies</li> </ul>	<ul style="list-style-type: none"> <li>• Successful hosting of FTT in the current FY</li> </ul>
		5.1.10. Finalise and strengthen MOUs with key stakeholders 5.1.11. Rationalisation of existing MOUs	<ul style="list-style-type: none"> <li>• Increased coordination and dialogue with relevant agencies</li> <li>• Adoption of sustainable tourism development measures and standards by industry stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Increased compliance by registered Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalised MOUs with regular progress reports</li> <li>• 5 best practice guidelines finalised by 2023</li> </ul>
		6.6.1. Strengthen and update Co-operatives Act	<ul style="list-style-type: none"> <li>• A more responsive Co-operatives Act</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness on Co-operative registration process</li> </ul>	<ul style="list-style-type: none"> <li>• Finalised amendments to the Co-operatives Act</li> </ul>
		6.1.2. Facilitate, register, supervise and monitor smooth operations of Co-operatives	<ul style="list-style-type: none"> <li>• Efficient facilitation, registration, supervision and monitoring of Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in Co-operative registrations</li> <li>• Strengthen compliance of Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30 awareness sessions annually</li> <li>• 20 Co-operatives registered annually</li> <li>• 100 fully compliant Co-operatives annually</li> </ul>
		6.1.3. Encourage diversification of Co-operatives to add value domestically; and to our resources	<ul style="list-style-type: none"> <li>• Diversified Co-operative sector that adds value to our natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase diversification and value addition of Co-operative businesses</li> </ul>	<ul style="list-style-type: none"> <li>• At least five Co-operatives undertaking diversification and value addition annually</li> </ul>
		6.1.4. Assist Co-operatives to be export ready	<ul style="list-style-type: none"> <li>• Export-oriented Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increase export oriented Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 export-oriented Co-operative business annually</li> </ul>
		6.1.5. Creation of employment through Co-operatives development	<ul style="list-style-type: none"> <li>• More employment opportunities in the Co-operative sector</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employment in the Co-operative sector</li> </ul>	<ul style="list-style-type: none"> <li>• 50 new jobs created annually</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
		6.1.6. Encourage women, youth and people with disability to participate in micro and Co-operatives business	<ul style="list-style-type: none"> <li>Inclusive participation and equal business opportunity for all</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation of women, youth and people with disability in Co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>Increase women, youth and people with disability in management positions by 35 annually</li> </ul>
		6.1.7. Building capacity in Co-operatives through targeted intervention and training	<ul style="list-style-type: none"> <li>Skillful and knowledgeable Co-operative members</li> </ul>	<ul style="list-style-type: none"> <li>Increased training for Co-operative members</li> </ul>	<ul style="list-style-type: none"> <li>At least 30 targeted trainings conducted annually</li> </ul>
	6.2. To strengthen the Co-operative College and provide quality training and development	6.2.1. Development of internationally recognised Co-operatives Curriculum by 2020	<ul style="list-style-type: none"> <li>Improved quality of training programmes delivered</li> </ul>	<ul style="list-style-type: none"> <li>Accredited Training Programmes</li> </ul>	<ul style="list-style-type: none"> <li>At least two accredited training programmes to be offered by 2023</li> </ul>
	6.3. Creating a robust and resilient economy by empowering the grass-root communities, young entrepreneurs and MSME	6.3.1. Improve the Co-operatives College infrastructure and learning resources to better serve Co-operative stakeholders	<ul style="list-style-type: none"> <li>Conducive learning environment</li> <li>Quality teaching and learning resources</li> </ul>	<ul style="list-style-type: none"> <li>Increase in enrolment of participants for Co-operatives training</li> </ul>	<ul style="list-style-type: none"> <li>Modernised Co-operative College by 2023</li> <li>Established strategic partnerships with competent agencies and institutions to add value to the College's services</li> </ul>
		6.3.2. Coordinate the implementation of MSME programmes and services	<ul style="list-style-type: none"> <li>Accurately capture the contribution of the MSME sector to the economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Mainstream informal MSME entrepreneurs into the formal sector</li> </ul>	<ul style="list-style-type: none"> <li>A functional MSME Central Coordinating Agency by 2020</li> </ul>
		6.3.3. Positioning Fiji as the hub for innovation in the region	<ul style="list-style-type: none"> <li>Employment opportunities created in new innovative industries to support inclusive development</li> </ul>	<ul style="list-style-type: none"> <li>Increased adoption of innovative new technologies in the Fijian economy</li> <li>Increased participation by Fijian private sector in the digital economy</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of the National Innovation Framework</li> <li>Fully operationalised incubation centre and mentoring services for start-ups</li> </ul>
		6.3.4. Provide access to finance for micro and small businesses and young entrepreneurs	<ul style="list-style-type: none"> <li>Increased participation of grassroot communities and young Fijians in business</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful recipients of the MSBG and YES programmes</li> </ul>	<ul style="list-style-type: none"> <li>4,000 micro and small entrepreneurs assisted annually</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
		<p>6.3.5. Establish standardised roadside stalls for vendors</p> <p>6.3.6. Establish sustainable community-based projects through LED approach and TREE methodology</p>	<ul style="list-style-type: none"> <li>Improved standards, presentation and hygiene for produce</li> <li>Improved livelihood and sustainable jobs in rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Number of roadside stalls established</li> <li>Creation of livelihoods for women, youth, communities and clusters</li> <li>New business entities registered</li> <li>New Income Generating Projects to support livelihoods funded</li> </ul>	<ul style="list-style-type: none"> <li>At least 20 roadside stalls to be established annually</li> <li>30 direct employment annually</li> <li>100 livelihoods created/improved</li> <li>10 new projects annually</li> <li>5 consultations with Integrated Rural Development (IRD) Committee, development partner</li> <li>10 community-based trainings conducted</li> </ul>
7. To expand industrial base and participate in Global Value Chains	7.1. Broadened and diversified economic sectors and export base	7.1.1. Spearhead the development of dynamic industries, through the establishment of special economic zone and increased export competitiveness	<ul style="list-style-type: none"> <li>Increased participation in the Global Value Chain</li> </ul>	<ul style="list-style-type: none"> <li>Creation of rural based industries</li> <li>Increased manufacturing and services activities</li> <li>Increased and diversified export base</li> </ul>	<ul style="list-style-type: none"> <li>Finalise a rural industrialisation strategy by 2019</li> <li>Wairabetia Economic Zone established by 2023</li> <li>At least two major ICT related investments implemented by 2023</li> <li>At least five companies assisted under the NES programme annually</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
8. To be a premier metrology and standards organisation in the Region	8.1. Modernised Trade Metrology and Standard organisation that can provide quality services to the region	<p>8.1.1. Modernise Trade Standards and Metrology laws and infrastructure</p> <p>8.1.2. Review and restructure of the Department of National Trade Measurements and Standards (DNTMS)</p> <p>8.1.3. Capacity building and training in new fields of standards and metrology practices</p>	<ul style="list-style-type: none"> <li>Improved Trade Standards and Metrology services</li> </ul>	<ul style="list-style-type: none"> <li>Modernised trade measurement and trade standards laws</li> <li>Increased compliance with the Trade Measurement and Trade Standards Laws</li> <li>Improved service delivery of the Department and high level of customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the DNTMS Review Reports by December 2018</li> <li>Finalised proposed amendments to the Trade Measurement and Trade Standards Laws by 2019</li> <li>Accreditation of National Measurement laboratory by 2022</li> <li>Implementation of tailor-made training programmes for staff by 2020</li> </ul>
9. To enhance and strengthen consumer protection through fair trade policies, laws and enforcement	9.1. A fair and equitable market environment	<p>9.1.1. Develop competition and consumer protection policies and laws</p> <p>9.1.2. Review of Consumer Credit Act</p> <p>9.1.3. Draft an appropriate regulatory framework for residential tenancy</p> <p>9.1.4. Coordinate and undertake inspections and market surveys on compliance to relevant laws under the Trade Standards and Quality Control Act (TSQCA) 1992 and the National Trade Measurement Act (NTMA) 1989</p>	<ul style="list-style-type: none"> <li>Enhanced technical skill set of the staff of the Department</li> <li>Enhanced regulatory framework for competition and consumer protection</li> <li>Effective Inspections and market surveys</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in fair trade and consumer protection</li> </ul>	<ul style="list-style-type: none"> <li>New competition policy and regulatory framework by 2020</li> <li>Reviewed Consumer Credit law by 2019</li> <li>Finalise new Landlord and Tenancy law by 2020</li> <li>Increased compliance to the relevant laws under TSQCA 1992 and NTMA 1989</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
10. An efficient and productive workforce supported by a modern and effective work environment	10.1 Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	<p>9.1.5. Initiate complaints investigation procedures upon receipt of complaint</p> <p>10.1.1 Align staff appointments, promotion, disciplinary guidelines, performance assessment and other HR issues to the Civil Services Reform requirements</p> <p>10.1.2 Develop and annually review Strategic Workforce Plan, Recruitment Plan, Employee grievance policy and other recruitment and staff retention plans and policies</p> <p>10.1.3 Implement, create awareness and train staff on MyAPA</p>	<ul style="list-style-type: none"> <li>• Effective standard operating procedures to investigate complaints</li> <li>• Efficient, productive and high performing workforce</li> <li>• Recruit and retain an efficient, productive and highly skilled workforce</li> <li>• Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Civil Service Reform requirements</li> <li>• More than 80% of vacancies processed within 60 days</li> <li>• Comprehensive, robust and responsive Strategic Workforce Plan, Recruitment Plan, Employee grievance policy and other recruitment and staff retention plans and policies</li> <li>• MyAPA (Performance Management Framework) implemented and followed for the assessment of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the number of complaints by consumers</li> <li>• Fully compliant with major Civil Service Reform requirements</li> <li>• Average recruitment processing time reduced to less than 60 days</li> <li>• Better aligned organisational needs and priorities with the workforce</li> <li>• Timely recruitment of highly skilled and productive staff</li> <li>• Staff turnover reduced by more than 10%</li> <li>• Timely resolution of genuine workplace grievances</li> <li>• Effective and timely implementation of MyAPA and staff recognition programmes</li> <li>• Improved level of employee satisfaction</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOME BE MEASURED	TARGETED PERFORMANCE (KPI)
	<p>10.1.7. Modernise practices and policies in relation to Human Resource management, general administration, executive support and Information Communication Technology</p>	<p>10.1.7. Modernise practices and policies in relation to Human Resource management, general administration, executive support and Information Communication Technology</p>		<ul style="list-style-type: none"> <li>Improved turnaround time in service delivery to clients</li> <li>Enhanced system for customer feedback</li> <li>Enhanced visibility of the Ministry through timely dissemination of speeches, briefs and media updates</li> </ul>	<ul style="list-style-type: none"> <li>At least 80 percent core processes are digitised</li> <li>Business process re-engineered and digitised by 2021</li> <li>More than 80 percent positive customer feedback</li> <li>100% of speeches, Parliamentary submissions, briefs and media updates delivered on time</li> </ul>
<p>10.2. An ethically and socially responsible workforce</p>	<p>10.2.1. Active participation in corporate social responsibility initiatives</p>	<p>10.2.1. Active participation in corporate social responsibility initiatives</p>	<ul style="list-style-type: none"> <li>The Ministry undertakes initiatives both internally and externally for community development and environment protection</li> </ul>	<ul style="list-style-type: none"> <li>Regular reporting on Green Initiative Indicators</li> <li>Greater socio-economic impact on communities</li> <li>Increased visibility and awareness of Ministry's Corporate Social Responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>More than 400 trees planted</li> <li>Overall reduction of Ministry's paper usage by 50%</li> <li>Overall reduction in Ministry's energy consumption by 20%</li> <li>Blood donation drive and visit to medical and aged-care homes</li> </ul>
<p>11. To deliver timely financial support services through transparent and accountable financial management processes and practices</p>	<p>11.1. Enhanced internal business processes which safeguard the assets of the Ministry and provides accurate financial information</p>	<p>11.1.1. Compliance with financial regulations, including review of internal controls to achieve prudence and to eliminate audit queries</p> <p>11.1.2. Implement prudent financial practices in accordance with government financial regulations and guidelines</p>	<ul style="list-style-type: none"> <li>Compliant and prudent financial system and processes</li> <li>Service delivery within budget appropriation, including revenue and expenditure and can be fully accounted for</li> </ul>	<ul style="list-style-type: none"> <li>Improved financial reporting practices</li> <li>Unqualified audited reports</li> </ul>	<ul style="list-style-type: none"> <li>Robust financial system and processes</li> </ul>

## 7. Five Year Budget Forecast

Ministry Budget Categories	2017-2018 (Baseline)	2018-2019 (Projected)	2019-2020 (Projected/Estimate)	2020-2021 (Projected/Estimate)	2021-2022 (Projected/Estimate)	2022-2023 (Projected/Estimate)
Operational Budget	\$39,681,405	\$40,114,194	\$50,199,114	\$51,951,652	\$48,990,473	\$50,066,466
Capital Budget	\$64,444,368	\$57,870,900	\$109,535,229	\$108,556,648	\$120,621,151	\$73,143,969
VAT	\$1,256,978	\$1,273,600	\$1,429,811	\$1,548,211	\$1,586,311	\$1,626,311
<b>TOTAL</b>	<b>\$105,382,751</b>	<b>\$99,258,694</b>	<b>\$161,164,154</b>	<b>\$162,056,511</b>	<b>\$171,197,935</b>	<b>\$124,836,746</b>



## 8. GLOSSARY

Goals	Created in tandem with the vision statement. They are the desired results that fulfils the organization's mission and also contributes to attaining the vision. Goals need to be realistic and results-oriented.
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.
Outcome	Impact or effect on the community from the goods and services delivered by agencies.
Performance Targets	Numerical target levels of performance against which actual performance can be compared.
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.
Strategies	Detailed series of milestones used to implement your objectives. Strategies require evaluation of costs and benefits, consequences of each approach and the appropriate course of action. Strategies lead to the formulation of action plans (a series of milestones) that contribute to the ultimate vision.
Value	The core ethics or principles which the Ministry will abide by at all times.
Vision	The organisation's long-term picture of a desired future.

# NOTES



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