



MINISTRY OF AGRICULTURE

ANNUAL CORPORATE PLAN



2014

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1.0 MINISTER'S FOREWORD



The Ministry of Agriculture's Annual Corporate Plan (ACP) 2014 has been developed through a process that includes the incorporation of the Roadmap, People's Charter for Change Peace and Progress (PCCPP), the National Development Strategy 2011 to 2020 and the government's policy intention for the Agriculture Sector.

The focus on the development of the 2014 ACP is to ensure that we achieve the core roles of the Ministry in alignment with the national goals that include:

- i) Achieving Higher Economic Growth while Ensuring Sustainability;
- ii) Making more Land Available for Productive and Social Purposes;
- iii) Reducing Poverty to a Negligible Level by 2015.
- iv) Developing an integrated development structure at divisional level
- v) Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery

The Ministry also puts emphasis on strengthening its systems and processes for efficient and effective service delivery and benchmarking techniques to further enhance innovative ideas to produce quality results. Its social and economic contribution is significant on the important roles that it plays in order to uplift the livelihood of the people in the rural and remote areas and also contribute to the economic growth of the nation. Proactive planning, measurable performance indicators and committed officers are some of the inputs that will increase agricultural outputs to meet the demands of our customers.

The Ministry through this ACP will further strengthen and promote its relationship with its stakeholders and internal and external customers.

I am most thankful to the government for the Ministry of Agriculture's 2014 budget which will enable us to effectively carry out our roles and achieve our targets as reflected in the 2014 ACP.

I am looking forward to a challenging year ahead and request the support of stakeholders and our customers to achieve the overall objective of the Ministry.

Our Logo "Agriculture for Fiji's Health and Wealth" explains the effort that will be undertaken to achieve the vision and mission of the Ministry with the essence to think globally and act locally.

Vinaka Vakalevu,

A handwritten signature in black ink, appearing to read 'Inia B. Seruiratu'. The signature is fluid and cursive.

Mr Inia B. Seruiratu
Minister for Agriculture

2.0 PERMANENT SECRETARY'S STATEMENT



Please allow me to present the 2014 Annual Corporate Plan (ACP), for the Ministry of Agriculture. In general, the 2014 ACP outlines the expected accomplishments over the next twelve (12) months.

Our 2014 ACP is built upon important achievement from 2013. First, the "Achievement Award" received through the 2013 Fiji's Public Service Excellence Award. Secondly, at the international level, the recognition from the United Nations of the Food and Agriculture Organization (FAO) bestowed to Fiji for achieving the Food Security Millennium Goals target ahead of time. With these achievements much more is expected from all of us in the Ministry to continue to excel in our service delivery in 2014 and beyond.

I believe that this is an opportunity to efficiently and effectively utilize the resources provided to us by the national government. The expectation from all of us is to utilize sixty percent (60%) of the budget by the end of second quarter with tangible outputs. Mobilizing our human capital efficiently and strengthening relationships with our working partners, we can near to approximate the expectations of the Government of the Day.

This year's ACP is designed to address critical areas of partnerships with other government ministries and stakeholders to create a more holistic and integrated approach to our rural and outer islands' agriculture sector development.

Reform such as the Agriculture Sector Policy has been crafted to modernize Fiji's Agriculture Agenda by 2030. In addition, international linkages forged with strategic partners such as the Melanesian Spearhead Group (MSG) countries; Papua New Guinea (PNG) and Solomon Islands, newly industrialized countries; China, India, and Brazil - on agricultural technical cooperation and public-private-partnership (PPP) arrangements is to further enhance this endeavor.

Whilst progressing to achieve our ACP targets it is the Ministry's obligation to aspire to the highest standard of service delivery and support to all our stakeholders and the people we serve.

Vinaka Vakalevu,

Mr Ropate Ligairi
Permanent Secretary for Agriculture

3.0 MINISTRY'S OVERVIEW

The Ministry of Agriculture plays a pivotal role in meeting the vision and achieving the challenges set by the Government for the Primary Industries.

3.1 Vision:

To influence market forces through vibrant and sustainable agriculture activity that reduces poverty, reduces the risk of food insecurity and increases the contribution to GDP.

3.2 Mission Statement:

To excel in the provision of customer-focused and market driven services in the agriculture sector.

In particular, the elements will be:

- Efficient management of technical, administrative, financial and personnel services.
- Sound human resource management and development.
- Investment optimization through research and development in conjunction with all interest groups.
- WTO and Codex compliance for domestic and international markets.
- Development of collaborative and consultative alliances at all levels.
- Manage Land and water resources in a sustainable and cost effective way.
- Continue the inculcation of performance-based management.
- Maintenance and enhancement of the commitment to food and income security.
- Enact and implement legislation both within the Ministry and throughout allied agencies.

3.3 Values:

- Commitment.
- Honesty.
- Integrity.
- Accountability.
- Transparency.

3.4 Roles and Responsibilities

The Ministry of Agriculture is responsible for;

- Maintaining food security through the provision of Extension and Research Services both Livestock and Crops
- Quick Economic Recovery through the implementation of the Demand Driven Approach Programme(DDA) and other commodity projects
- Assisting in Poverty Alleviation by building capacity of farmers to increase production.
- Sustainable management of Natural Resources through the Flood Protection programmes and other Sustainable Management Land practices

3.4.1 Service outputs

Services provided by the Ministry for the agriculture sector in Fiji. The Ministry is funded by the government to provide outputs in these areas:

Consulting

- Agricultural development in all of its facets.
- Consulting services in livestock production
- Consulting services in civil engineering.
- Consulting services in Agriculture Development
- Consulting services in veterinary services

Research

- Techniques for increasing yield.
- Varieties providing correct market features.
- Varieties providing extended seasons – wherever for year round production.
- Pasture improvements.

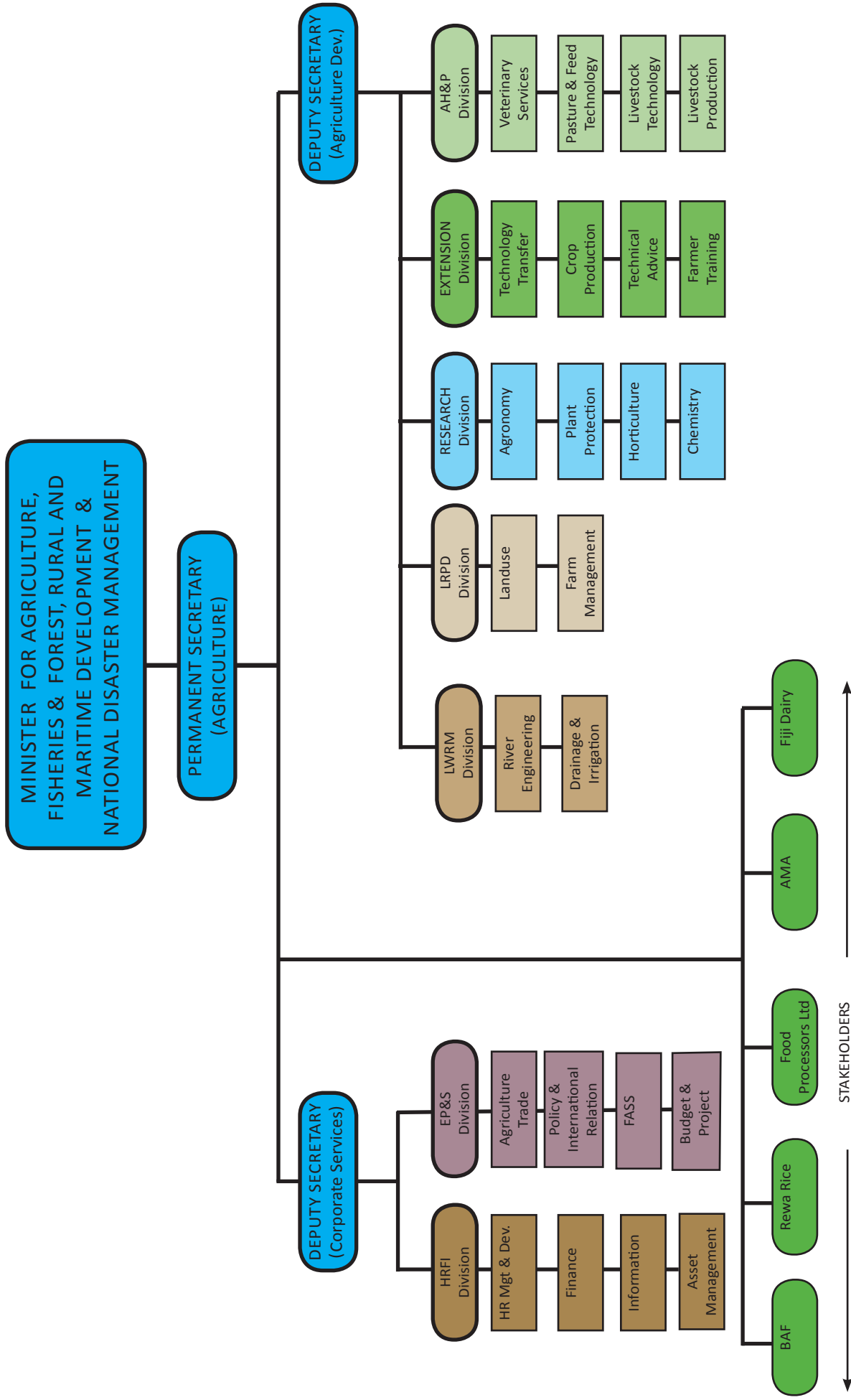
Information and training services

- Research publications for improved livestock and crop performance.
- Market development of agricultural produce
- Education and training of Agricultural Technology
- Pathology and veterinary for health maintenance in livestock.
- Licencing, compliance and monitoring of pesticide use.
- Licensing and compliance for exports and imports to ensure border security.

Services

- Portfolio Leadership, Policy Advice and Secretarial support to all stake-holders and Government.
- Consulting services on all aspects of agro-business.
- Chemical analytical services.
- Provision of Land Drainage services
- Provision of irrigation services.
- Pathology services.
- Veterinary Services
- Licensing, compliance and monitoring of dog licensing and control.
- Agricultural tribunal Legal judgement

4.0 Organisation Structure



HUMAN RESOURCE & FINANCE

CORE FUNCTION:

- To formulate and review current organizational structure and implementation of public service reforms (Civil Service, Financial and Public Service reforms)
- To implement the best practices in managing human resources and effective delivery of service.
- To promote and enhanced the upholding of public Service Values and code of Conduct.
- Develop and maintain a professional and highly qualified workforce.
- To formulate and Develop a human Resources Plan frame work for the Ministry
- To implement an effective Training programmed relevant to the ministry's function.
- To ensure good governance in the administration and deployment of Financial and other resources
- To collate an effective Asset Management System for the Ministry
- To ensure a healthy and safe working environment for all staffs in the Ministry.

ECONOMIC PLANNING & STATISTICS

CORE FUNCTION:

- To formulate the agricultural sectors development policies in an appropriate Strategic and subsequent program activities in accordance with the government strategic plan;
- To conduct marketing research on market opportunities and facilitate the private sector marketing of agriculture produce, both locally and abroad;
- To assess the impact of international trade regimes on the agriculture sector;
- To establish and enhance effective and sustainable linkages with external organizations, including Global Donor Agencies at Bilateral, Plurilateral and multilateral levels;
- To collate, compile and analyze agricultural statistics to assist in the formulation of policies;
- To analyze policy options and assessing its impact on the agriculture sector;
- To assist in the identification, preparation, monitoring and evaluation of all agricultural projects in Fiji;
- To coordinate the ministry's annual budget emphasis on quarterly basis;
- To coordinate and facilitate the training of staff in marketing, implementation, monitoring, evaluation and report writing;

LAND & WATER RESOURCE MANG.

CORE FUNCTION:

- Mitigate flood risks which may result in damage to agricultural crops, livestock, property and human live
- Provision of efficient and effective drainage to maximize agricultural land utilization
- Increase crop yield and enhance food security with timely and efficient irrigation services
- Formulation of framework for water resource development and management to mitigate drought impacts and support alternative livelihood and national adaptation strategy.
- Enforcement of regulatory services in compliance with relevant legislations for delivery of efficient services.
- Provision of efficient and sound engineering advise to increase agricultural productivity
- Effective coastal engineering services to protect the erosion of country's foreshore and provide security to population located along the coastline
- Reliable construction and maintenance services to the relevant Divisions of the Ministry
- Proficient Secretariat services to support engineering programmes

LAND RESOURCE PLANNING DEPT.

CORE FUNCTION:

- Capacity building for farmers and Agriculture officials in the areas of farm business planning and farm business advisory services.
- Farm management Training for crop & Livestock
- Updating Farm management Manual
- Preparation of farm business plan
- To create a new generation of young farmers who could be motivated and assisted through this grant.
- To promote sustainable land use practices with major emphasis on land conservation and land degradation issues.
- Provide quality and timely advice to the management and our partners on optimum land utilization techniques.
- Strengthen and accelerate participation and adoption of sustainable agricultural systems for all and ensuring sustainable land management
- Accelerate the generation and use of appropriate and innovative technology.
- Promoting farming as a business and as a rewarding form of employment
- Provide an agriculture property valuation service and undertake sales analysis to determine the volatility of the market

CROP RESEARCH

CORE FUNCTION:

- Complement and support the department of Agriculture, through innovation and new technologies of its transfer to suit the need of farmers, the clients and the stakeholders for the enhancement of the agricultural sector.
- Facilitate Scientific, technical and professional support services for Agriculture development
- Conservation and management of plant genetic resources;
- Development of adaptable and affordable technologies;
- Facilitate Pest and disease management;
- Provision of analytical, diagnostic and regulatory services;
- Product development and value addition and provision of technical support services and appropriate information dissemination to stakeholders.
- Focused through four major disciplines including Agronomy, Horticulture, Crop Production, and Analytical Chemistry.

CROP EXTENSION

CORE FUNCTION:

- Assisting farmers especially in the transitioning of subsistence to semi commercial and to commercial standard.
- Promotion of appropriate technologies for adoption.
- Training, preparation of their farm programs to assist in boosting of production especially the export.
- Facilitate farmer training.
- Provision of technical advice to farmers.
- Preparation and training farm management practices.
- Preparation and training farm business plan.
- Identification of potential agriculture projects.
- Preparation of agriculture project plan.
- Facilitate the implementation of agriculture project.
- Monitoring of agriculture projects

ANIMAL HEALTH & PRODUCTION

CORE FUNCTION:

- To provide knowledge and other livestock related services to livestock industries, processors and distributors, importers and exporters, smallholder livestock farmers and clients necessary for the adoption best practices.
- To provide three ways communication link between rural communities, processors and Government.
- To provide advice to Government on the development of livestock sectoral policies and
- Programmes aimed at promoting the sustainable development of livestock industries.
- To provide animal health, regulatory and technical services to maintain and improve current
- Animal health status and prevent the introduction of exotic pests and diseases.

5.0 LINKAGE OF THE ROADMAP FOR DEMOCRACY AND SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT (RDSSSED) 2009-2014 AND MOA OUTPUTS.

Table 1 Linkage of MOA outputs with Government targeted outcomes:

Key Pillars(s) PCCPP	Targeted Outcome [Goal/Policy Objective -RDSSSED]	Outcome Performance Indicators or Measures	Ministry's Outputs [list outputs related to indicators only]
Pillar 5 - Achieving Higher Economic Growth while Ensuring Sustainability	Non Sugar Agriculture and Livestock	Research on demand driven commodities increase by additional 7.	Maintaining Food Security through the provision of extension and research services both for livestock and crops. Quick Economic Recovery through the Implementation of DDA and other Commodities
		Increase the production of non-sugar agriculture by 5%.	
		Increase diversification and efficiency of farmers to increase production of 200 farmers.	
		Reduce the impact of livestock disease by 25% and crop pests by 15%.	
		Increase number of subsistence farmers progressed to semi-commercial by 1%.	
		Enhance lab accreditation services by 75%.	
		Provide awareness to 2 high risk communities to increase response capacity in dealing with disasters and risks.	
		Revitalize 18 indigenous disaster resilience crops and livestock	
		Value of key crop and livestock commodities import reduced by 5% by end of 2014.	
		Increase number of semi- commercial farmers progressed to commercial farmers by 2%.	
		Develop 23 Industry profile and Industry plans.	
		Value of non-sugar agriculture export increase by 5% by end of 2014.	
		Increase number of best farm practices and technology transfer to farmers by 10%.	
Improve rate of monitoring and evaluation of capital programmes by 10%.			
Pillar 8. Reducing Poverty to a Negligible Level by 2015	Reduce Poverty	Impact of capacity building for subsistence farmers increase by 80%	Assist in Poverty Alleviation by building capacity for farmers to increase production
Pillar 6 - Making more land available for productive and social services	Sustainable management of Natural Resources through the Flood Protection programmes and other sustainable land management practices	Implement 21 projects that are compliant to SLM farming practices/concept.	Sustainable Management of Natural Resources through the flood protection programmes and other sustainable land management practices
		Identify 30 land sites for commodity purpose.	

Pillar 7 - Developing an Integrated Development Structure at the Divisional Level	Rural and Outer Island Programmes	Improve provision of basic services to rural areas in terms of agriculture services	ROI communities to meet their basic needs, improve living standards through agriculture development
Pillar 4 - Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	Gender Equality and Women Empowerment.	Empower women participation in agriculture development through assisting 34 women groups.	Achievement of gender equality and empowerment of women through full participation of agriculture development
	Public Sector Reform	Review 7 legislations and 13 cabinet papers initiated.	Portfolio Leadership, Policy Advice and Secretariat Support
		Develop 1 Database for Asset and Human Resource Management and Development.	Enhance Public service Delivery
		Improve Financial Services and Public Service Delivery in compliance to set standards from 80% to 100%.	Enhance Public service Delivery

6.0 MINISTRY 'S OUTPUT AND PERFORMANCE TARGET.

Table 2: Output Specifications and Performance

OUTCOME 1 : NON SUGAR AGRICULTURE AND LIVESTOCK

OUTPUT 1: MAINTAINING FOOD SECURITY THROUGH THE PROVISION OF EXTENSION AND RESEARCH SERVICES BOTH FOR LIVESTOCK AND CROPS AND VETERINARY SERVICES

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
<i>1.1 Increased crop and livestock production</i>	1.1.1 Implement researched best farm practices for adoption by farmers	Quantity: Number of best farm practices & technology, information widely disseminated and adopted.	18	22	DE & DAH&P
		Number of farmers diversifying to increase farm production	250	280	DE& DAH&P
		Number of monitoring and evaluation reports on production of stakeholders and projects	12	12	CE, DE & DAH&P
		Quality Successful implementation	>60%	>80%	
		Timeline	Jan- Dec	Jan- Dec	
		Cost - Financial Budget		\$1,350,000	AH&P
	1.1.2 Pest and Disease control	Quantity: Reduce the prevalence of livestock diseases.	35%	25%	DAH&P
		Reduce the prevalence of crop pests and diseases.	New	15%	DE
		Quality Successful implementation and completion	>60%	>80%	
		Timeline	Jan- Dec	Jan – Dec	
		Cost - Financial Budget	500,000	\$1,000,000	AH&P
		1.1.3 Conduct progressive research on best farm practices for farmers.	Quantity New researched farm practices developed and implemented	11	18
	Quality Relevancy to MOA		>60%	>90%	
	Timeline		Jan-Dec	Jan-Dec	
	Cost - Financial Budget			\$500,000	
<i>1.2 Enhance Food Security through increase Awareness & Coordination</i>	1.2.1 Coordination of various programmes implemented by different Ministries & NGOs		Quantity Number of integrated programmes assisted and implemented	46	62
		Quality: Successful implementation	>60%	>80%	
		Timeline	Jan- Dec	Jan – Dec	
		Cost - Financial Budget		Non Funded	
	1.2.2 Conduct household, village, settlement, food security awareness & support	Quantity Number of food security Awareness conducted	27	45	DE, DR & DAH&P
		Quality: Completion and Relevancy	>90%	>90%	
		Timeline	Jan- Dec	Jan – Dec	
		Cost - Financial Budget		\$1,300,000	DAH&P

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
1.3 Strengthening Agriculture Research Services	1.3.1 Conduct progressive research on best farm practices for farmers.	Quantity: New researched farm practices developed and implemented	11	22	DR & DAH&P
		Quality: Relevancy to MOA		>90%	
		Timeline	Jan – Dec	Jan – Dec	
		Cost - Financial Budget		\$1,000,000	
	1.3.2 Conduct progressive research on pest and disease management on crops and livestock.	Quantity Number of new control measures & management programmes developed & implemented	11	11	D (AH&P) & DR
		Quality: Relevancy and Implementation	>70%	>80%	
		Timeline		Jan – Dec	
		Cost - Financial Budget		\$200,000	
	1.3.3 Lab Accreditation Set Up & laboratory services	Quantity Number of reports submitted. Accreditation audit	5	2	DR & D (AH&P)
		Number of laboratory services	New	2	
		Quality: Accurate report data Relevant and timely		>80% >90%	
		Timeline	Jan- Dec	Jan – Dec	
Cost - Financial Budget			\$270,000		
1.4 Reduction of Disaster Risks and Strengthen Disaster Preparedness	1.4.1 Promote and strengthen food security programmes to enhance community-based disaster reduction initiatives	Quantity: Provision of germplasm.	8	20	DSAD DE DAH&P DR
		Provision of Planting Materials.	New	1000	
		Provision of livestock indigenous breed to support community rehab.	20	2000	
		Quality: Timely and Relevant		>80%	
		Timeline	Jan- Dec	Jan – Dec	
		Cost - Financial Budget		\$447,000	
	1.4.2 Strengthen effective planning, response and recovery. Emergency Plan [Preparedness & Response]	Quantity Number of awareness on response dealing with disaster	3	28	DSAD DE, DAH&P, DLRPD CE
		Number of awareness on sustainable farming practices conducted.	New	3	
		Number of farmers capacitated	New	720	
		Number of Emergency Plan Developed	New	1	
		Quality: Informative and Timely		>80%	
		Timeline	Jan –Dec	Jan- Dec	
	1.4.3 Revitalization of indigenous disaster resilience crops/livestock [e.g. via]	Quantity Number of Indigenous livestock/crop practices developed.	16	18	DR, DAH&P, DE
		Quality: Successful completion and implementation	>60%	>80%	
		Timeline	Jan –Dec	Jan - Dec	
Cost - Financial Budget			\$120,000		

OUTCOME 1: NON SUGAR AGRICULTURE AND LIVESTOCK

OUTPUT 2: QUICK ECONOMIC RECOVERY THROUGH THE IMPLEMENTATION OF DEMAND DRIVEN APPROACH AND OTHER COMMODITY PROJECTS

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
<i>2.1 Establish commodity protocols with existing & new markets</i>	2.1.1 Facilitate Market Development	Quantity Number of Agro trade update reports from key stakeholders	2	4	DSAD CE, DE & DAH&P
		Number of Market scoping	2	2	
		Number of Commercial Farmers Supported	8	10	
		Number of Export Market Promotions	1	2	
		Number of Export Promotion Projects	13	25	
		Number of quarterly market price reports.	4	4	
		Number of local market needs assessment report. (Evaluation and Analysis)	4	4	
		Number of commodity protocols	3	3	
		Quality: Accurate data report	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$621,000	
	2.1.2 Coordinate linkage with tourism market.	Quantity Number of food demand and supply survey report.	1	1	CE
		Quality: Completion and reliable survey data	>90%	>90%	
		Timeline	Jan – Dec	Jan – Dec	
		Cost - Financial Budget		\$20,000	
	2.1.3 Strengthening of Industry Councils to spearhead and coordinate commodity development(E P & S)	Quantity Number of Industry Profiles and Industry Plans	22	23	DSAD, DE, DR, DAH&P, DLRPD, CE
		Quality: Completion and relevancy of plan	>70%	>90%	
		Timeline	Jan – Dec	Jan – Dec	
		Cost - Financial Budget	Nil	\$9,000	
	2.1.4 Build capacity at community level for commercial agriculture.	Quantity: Number of semi commercial and commercial farmers trained.	62	320	DE DAH&P DLRPD
		Number of trainings conducted	11	73	
		Quality: Timely and informative to farmers	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$60,000	

2.2 Strengthening of existing BQAs & Commodity Protocols.	2.2.1 Provide effective agriculture advisory services & co-ordination to promote export commodities	Quantity: Number of BQA farmers capacitated	New	100	DE
		Quality: Timely and informative to farmers		>90%	
		Timeline		Jan - Dec	
		Cost - Financial Budget		\$200,000	
SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
2.3 Strengthened demand driven research and extension partnership with private sector and established institutions	2.3.1 Conduct research activities in partnership with established institutions	Quantity: Number of Research activities on demand driven commodities established institutions.	13	25	DR
		Number of reports submitted on research activities.	2	4	
		Quality: Relevant to MOA Timely and accurate data	>60% >80%	>80% >90%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		Aid	
2.4 Improve accessibility of farmers to credit facility and Improve linkage with local tourism industry	2.4.1 Coordinate partnership between farmers and lending institutions eg FDB,HFC , RBF	Quantity: Number of farmers assisted by lending institutions for agriculture purpose	30	90	DE, DAH&P DLRPD CE
		Number of commercial loan proposals prepared	New	4	
		Number of MOUs formulated	New	1	
		Quality: Completion and implementation	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$4,000	
	2.4.2 Coordinate linkage with local tourism industry – e.g. ATS, Hotels, Catering	Quantity Number of farmers linked to tourism industry	1	113	DSAD, DE, DR, DAH&P
		Quality: Successful implementation	>80%	>90%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		Non Funded	
2.5 Compliant food standards for all commodities & food sold locally and abroad.	2.5.1 Coordinate and monitor Compliance of CODEX requirements	Quantity: Number of trainings and awareness on CODEX	1	2	DR DAH&P CE
		Number of tests done and pathways developed on agriculture products to meet market standards.	1	4	
		Quality: Informative & timely to farmers Accurate data	>75% >80%	>80% >90%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$30,000	

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
2.6 Strengthen Institutional Linkages and quality data collection	2.6.1 Co-ordinate Monitoring and Evaluation on Capital Programmes	Quantity: Monitoring and Evaluation report	2	2	All Divisions
		Quarterly Physical Progress Report	4	4	
		Divisional monitoring reports on PSIP	New	4	
		Divisional Annual Activity Report	7	7	
		Divisional Quarterly Report	4	4	
		Annual Report	1	1	
		Quality: Timely and relevant data	>70%	>90%	
		Timeline	Jan – Dec	Jan - Dec	
	Cost - Financial Budget		Non Funded		
	2.6.2 Develop Quality Agricultural Statistics System	Quantity: Development of intranet linking all divisions to the Master database at EP&S	New	1	CE, DE, DAH&P, DHRFI
		Number of maps to prioritize commodity, gross margins & whole farm budget (FSD)	New	9	DLRPD
		Quality: Informative and accurate data		>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$72,000	
2.7 Reduce Import Bill on Agriculture Products.	2.7.1 Encourage local production of imported commodities (vegetables, livestock, cereals & pulses, fruits)	Quantity: Number of farmers assisted through Food Security Programme	45	60	DSAD, DE, DAH&P
		Quality: successful implementation	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget	\$1,000,000	\$1,000,000	

OUTCOME 2: POVERTY ALLEVIATION

OUTPUT 3: ASSIST IN POVERTY ALLEVIATION BY CAPACITY BUILDING OF FARMERS TO INCREASE PRODUCTION

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
3.1 Capacity Building of Farmers	3.1.1 Capacity building on subsistence farmers	Quantity: Number of farmer trainings, consultations and advice to subsistence farmers		289	DE, DAH&P
		Number of community based on SLM/ FM training conducted)		21	DLRPD
		Number of subsistence farmers progressed to semi-commercial level	102	156	DE, DAH&P
		Number of quarterly reports on monitoring and evaluation on the impact of capacity building.	New	16	DE, DR, DAH&P, DLRPD
		Quality: Timely and relevant to MOA	>80%	>90%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$192,000	

OUTCOME 3: LAND RESOURCE DEVELOPMENT AND MANAGEMENT

OUTPUT 4: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES THROUGH FLOOD PROTECTION PROGRAMMES AND OTHER SUSTAINABLE LAND MANAGEMENT PRACTICES

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
4.1 Sustainable Land Management	4.1.1 Effective land-use management practices	Quantity: Number of Tikina based Baseline bio-physical Information	8	8	LRPD
		Number of SLM methods implemented by communities as a result of Technology and Knowledge transfer.	10	18	
		Number of land-use plan and farm plan implemented	45	90	
		Number of land identified for agricultural purpose and commodity fit.	45	30	
		Quality: Successful completion and implementation	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$56,000	
	4.1.2 Encourage partnership with stakeholders for better land utilisation	Quantity: Wide consultation with stakeholders	25	23	DLRPD, DAH&P
		Quality: Timely and Informative	>60%	>80%	
		Timeline	Jan – Dec	Jan - Dec	
		Cost - Financial Budget		\$15,000	
	4.1.3 Farm Management Manual	Quantity: Farm Management Manual reviewed		1	DLRPD
		Quarterly Report on the impact of Climate Change on farming systems	4	4	
		Quality: Timely with accurate data	>80%	>90%	
		Timeline	Jan – Dec	Jan - Dec	
Cost - Financial Budget			\$16,000		

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
4.2 Flood Protection Programmes	4.2.1 Timely delivery of Flood Protection, Land Drainage and Irrigation Infrastructure	Quantity: Number of river dredging works	2	3	DLWRM
		Number of river bank protection	1	2	
		Number of EIA report	2	2	
		Number Retention dam constructed	3	1	
		Number of drainage schemes maintained	75	81	
		Number of irrigation schemes	8	8	
		Number of rainfed areas improved for irrigation	New	1	
		Quality Sustainable and improved land for agricultural development	>60%	>80%	
		Timeline	Jan-Dec	Jan-Dec	
	Cost - Financial Budget		\$9,500,000		
	4.2.2 Effective Implementation of PACC Project	Quantity: Number of community awareness on effect of climate change on food security	20	20	DLWRM
		Quality Improve food security and adaptive capacity of communities to Climate Change	>60%	>80%	
		Timeline	Jan-Dec	Jan-Dec	
		Cost - Financial Budget		\$433,650	
	4.2.3 Effective implementation of IWRM Project	Quantity: No. of reports and activities submitted to IWRM Projects Stakeholder (SOPAC)	2	3	DLWRM
Quality Improved catchment resilience to flood impacts and better flood preparedness and management within the Nadi Basin		>60%	>80%		
Timeline		Jan - Dec	Jan - Dec		
Cost - Financial Budget			\$31,234.00		

OUTCOME 4: GENDER EQUALITY AND WOMEN DEVELOPMENT

OUTPUT 5: ENSURING EQUAL ACCESS FOR WOMEN IN AGRICULTURE DEVELOPMENT

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
5.1 Participation of women on economic activities	5.1.1 Strengthen Cottage Industry on Floriculture, Horticulture, Apiculture and Value Addition projects.	Quantity: Number of women groups assisted/participated in agriculture development	52	34	DE, DR, DAH&P, DLRPD, CE
		Quarterly Monitoring and evaluation reports	New	4	
		Quality: Successful completion Timely with accurate data	>80%	>90% >90%	
		Timeline	Jan – Dec	Jan – Dec	
		Cost - Financial Budget	\$100,000	\$170,000	

OUTCOME 5: RURAL AND OUTER ISLAND

OUTPUT 6: ROI COMMUNITIES TO MEET THEIR BASIC NEEDS, IMPROVE LIVING STANDARD THROUGH AGRICULTURE DEVELOPMENT

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
6.1 Improve provision of basic services to rural & maritime areas in terms of agriculture services	6.1.1 Coordinate & implement Agriculture projects in partnership with Rural & Maritime Ministry	Quantity: Agriculture Projects assisted and completed	52	34	DE, DR, DAH&P, DLRPD, CE
			New	20	
		Quality: Implementation and completion	>80%	>90%	
		Timeline	Jan – Dec	Jan – Dec	
		Cost - Financial Budget	\$1,000,000	\$1,000,000 subject to transfer fund from Min. RMD & NDM	

OUTCOME 6: PUBLIC SECTOR REFORM

OUTPUT 7: AGRICULTURE TRIBUNAL

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
7.1 Legal Judgement on Agriculture Land Issues	7.1.1 Successful facilitation and disposal of tribunal cases	Quantity: Number of cases facilitated and disposed off	9	15	Agriculture Tribunal
		Quality: Implementation and completion	80%	80%	
		Timeline	Jan- Dec	Jan - Dec	
		Cost - Financial Budget		\$297,000	

OUTPUT 8: PORTFOLIO LEADERSHIP, POLICY ADVICE AND SECRETARIAT SUPPORT

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION	
8.1. Portfolio Leadership & Policy Advice	8.1.1 Review and Develop MOA & MOU	Quantity: Number of MOA & MOU developed	9	15	DSCS, DSAD, CE, DSAD, Consultant, DR,	
	8.1.2 Establish Agriculture Policy including Seed Policy, Food Security Policy	Number of policies and Cabinet Papers initiated by MOA	15	13		
	8.1.3 Cabinet Papers submission to Cabinet	Number of Cabinet Papers submitted, endorsed and Implemented.	5	5		
			Quality Cabinet Standards	>80%	>80%	
			Timeline	Jan - Dec	Jan - Dec	
			Cost - Financial Budget		\$347,000	
	8.1.4 Review Acts and Legislations	Quantity: Number of Acts and Legislations reviewed	0	8	DSAD, DSCS, DAH&P (Consultant), DR, DLRPD, CE	
		Quality: Acceptance Cabinet Standards	>80%	>90%		
			>90%	>90%		
		Timeline	Jan - Dec	Jan - Dec		
			Cost - Financial Budget	\$100,000	\$100,000	
	8.1.5 Compliance to regulatory standards	Licensing and Registration	5	6	DAH&P	
		Quality: Cabinet and SGS acceptance	70%	100%		
		Timeline				
		Cost - Financial Budget		Non Funded		

8.2 Secretariat Support	8.2.1 Facilitate Consultations and Meetings	Quantity: Number of Consultations & Meetings facilitated	17	42	CE, DAH&P, DL-RPD, DLWRM DHRFI, DE, DR	
		Quality: Informative , timely and relevant	>60%	>80%		
		Timeline	Jan - Dec	Jan - Dec		
		Cost - Financial Budget		\$500,000		
8.3 Media Coverage & Publications	8.3.1 Provide exclusive media coverage on agriculture promotion activities	Quantity: Number of media coverage on agriculture promotion activities			DR/DHRFI	
		<ul style="list-style-type: none"> • Press release • Press Feature • Video documentary • Radio Programmes • Media coordination • Media Publication • News Today 		10/month 4/month 1/qtr 5/wk. 20/yr. 16/yr 250/yr		
		Agriculture Show	1	1		DSCS
		Quality: Informative, timely and relevant	>80%	>80%		
		Timeline	Jan - Dec	Jan - Dec		
		Cost - Financial Budget		\$176,500		
	8.3.2 Research Publications	Quantity: Number of research papers/journals published			22	DR
		Quality: Completion and implementation	>60%	>80%		
		Timeline	Jan - Dec	Jan - Dec		
		Cost - Financial Budget		\$30,000		
8.4 Information Communications Technology Support	8.4.1 Increased coverage of telecommunication services to rural areas in order to provide telecommunication access to unconnected Agriculture Stations	Quantity: Accessibility of ICT to Agriculture stations.	4	7	DHRFI	
		Provision of appropriate support of ICT infrastructure	4	7	DHRFI	
		Quality: Completion and implementation	>60%	>80%		
		Timeline	Jan - Dec	Jan - Dec		
		Cost - Financial Budget		\$500,000		

OUTPUT 9: ASSET AND HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

SUB-OUTPUT	STRATEGIES	OUTPUT INDICATORS	2013 ACTUAL	2014 TARGETS	RESPONSIBLE DIVISION
9.1 Permanent Secretary's Key Performance Indicators submission to PSC	9.1.1 Prompt submission of PSA's KPIs	Compliance of PSC and Finance requirements	80%	100%	DHRFI
	9.1.2 Human resource management	Submission of monthly establishment returns to HRFI Unit	11	12	All Division
		Quality: Compliance to requirement	>80%	>80%	
		Timeline	Jan - Dec	Jan - Dec	
	Cost - Financial Budget				

6.7 Improve Training Services	6.7.1 Capacity Building for Staff and farmers at all levels	Quantity: Number of training conducted for staff and farmers as in the Annual Training Plan		52	DE DR, DAH&P, DLWRM, DLRPD, DHRFI, DHRFI
		Submission of (staff/farmer) monitoring and evaluation report by HODs.	13	52	
		Quality: Timely and relevant	>60%	>80%	
		Timeline	Jan - Dec	Jan - Dec	
		Cost - Financial Budget		\$150,000	
6.8 Improve Asset Management	6.8.1 Strengthen Asset Management at all Divisions	Quantity: Database developed for all Assets – Land, Vehicles, Vessels, Quarters, Equipment, Buildings	New	1	DHRFI
		Monthly returns received on all assets	New	12	All Divisions
		Quality: Successful completion and implementation		>80%	
		Timeline	Jan-Dec	Jan-Dec	
		Cost - Financial Budget		\$550,000	DHRFI

PSC HUMAN RESOURCES MANAGEMENT DEVELOPMENT ISSUES

Table 3: PSC Deliverable and Indicators.

PSC DELIVERABLES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE DIVISION/HOD
PLATFORM 1: HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT				
Effective Human Resource Planning and Development	Alignment of Organisational and People Objectives: Formulation, Implementation, monitoring and review	<ul style="list-style-type: none"> Agency Strategic Workforce Plan Agency Succession 	i) Plans formulated by 31st March 2014 ii) Implementation, monitoring and review report on 1st week of each new quarter	DSCSP, DHRFI
	Compliance with PSC Values and Code of Conduct	<ul style="list-style-type: none"> Agency Disciplinary Report submitted on a quarterly basis 	Reports submitted on the 1st week of each new quarter	DHRFI
	Performance Review: <ul style="list-style-type: none"> Formulation of Agency Performance Review Procedure Implementation of Agency Performance Review Procedure 	<ul style="list-style-type: none"> Formulation of Agency Performance Review Procedure Quarterly Report on the Performance Review Procedure 	<ul style="list-style-type: none"> Performance Review Procedure Formulated by 28th February 2014 Performance Review Report 1st week of each new quarter 	DSCSP, DHRFI
	Compilation and Standardisation of HR Management Procedures	<ul style="list-style-type: none"> Agency HR Manual 	<ul style="list-style-type: none"> Compilation of Manual by 31st March 2014 	DHRFI
Training NTPC Levy Grant Compliance	Effective Administration of training in accordance with NTPC Levy and Grant Scheme & Training Policy	<ul style="list-style-type: none"> Submission of Agency payroll updates for NTPC Levy Payment 	<ul style="list-style-type: none"> List for 1st payment by 31st March 2014 List for 2nd payment by 30th September 2014 	DHRFI
		<ul style="list-style-type: none"> Agency Learning and Development Plan Nominations for Training programs 	<ul style="list-style-type: none"> L&D Plan by 31st January TNS 2 weeks before the conduct of training 	
PLATFORM 2: ORGANISATIONAL MANAGEMENT				
Effective Planning and Accountability	Planning and Accountability Framework Compliance Formulation, implementation, monitoring and reviewing of: <ul style="list-style-type: none"> Strategic Development Plan Annual Corporate Plan PSC Deliverables Report Agency 2013 Annual Report 	i. Strategic Development Plan	Implementation of ACP from 1st January 2014 ACP reviewed quarterly against the SDP 2015 ACP draft by October 2014	DSCSP DE, DR, DAH&P, LWRM, CE, DLRPD, DHRFI
		ii) Annual Corporate Plan		
		iii) PSC Deliverables Report		
		iv) Draft un-audited 2013 Annual Report	Draft un-audited 2013 Annual Report by March 2014	
		v) Agency 2013 Audited Annual Report	Audited 2013 Annual Report by June 2014	

PLATFORM 3: PRODUCTIVITY MANAGEMENT				
PSC DELIVERABLES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE DIVISION/HOD
Implementation of the Service Excellence Framework	Advancing towards best in class organisations through the adoption of business excellence principles	<ul style="list-style-type: none"> • Compilation of Agency Desktop Submission • Participation of officers in the SEA Evaluation Process • Adoption of strategies for improvement 	<ul style="list-style-type: none"> • Desktop submission by 15th June 2014 • Evaluators released according to Agency quota • 30% of OFIS from Feedback report attempted 	DSCSP SEA Committee
Adherence to Service Charter	Formulation, implementation, monitoring and reviewing of Agency Service Charter for improved service standards	i) Agency Charter Service	i) Service Charter formulated and implemented by 31st March	DSCSP DE, DR, DAH&P, DLWRM, DLRPD, DHRFI, CE (All Division)
Effective Business Process Re-engineering	Documentation and review of business processes for improved performance substantially on the key processes for consistent, high quality and cost effective services for customer satisfaction	i) Standard Operating Procedure ii) At least two(2) BPR implemented	Documentation of processes by 31st March 2014	DSCSP DE, DR, DAH&P, DLWRM, DLRPD, DHRFI, CE (All Divisions)
Adherence to Service level Agreements	Strengthening of GIRC focal points and SLA Compliance	i) Appointment of primary and secondary focal point ii) Compilation of SLA Report	<ul style="list-style-type: none"> • Appointments by 31st March 2014 • SLA compliance report on the 1st week of new quarter 	DSCSP DHRFI
Effective Risk Management	Formulation and implementation of an appropriate risk management infrastructure and culture, and applying logical and systematic risk management processes to all aspects of an Agency by minimising losses and maximising gains	Risk Management Policy	Risk Management Policy by 14th September 2014	DSCSP, DSAD DE, DR, DAH&P, DLWRM, DLRPD, DHRFI, CE
Formalisation of Establishment Charters	Formulation of Ministry's establishment charter as per PSC Circular 21/2013	Ministry's Establishment Charter	Charter formulated by 31st December 2014.	DSCSP

TABLE 4: MINISTRY OF FINANCE DELIVERABLES AND INDICATORS

MOF DELIVERABLES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE DIVISION
Planning and Management of Budget Compliance	Budget request formulation	Budget request submission	2nd Quarter	DSCSP, CE,DE,DAH&P, DR DLWRM, DLRPD,DHRFI
	Requests to incur Expenditures (RIE)	Timely/Efficient Management of RIE	As and when before closing of accounts in Finance Circular	CE,DE,DAH&P, DR DLWRM, DLRPD,DHRFI
Financial Performance Reporting Compliance	<ul style="list-style-type: none"> • Bank • TMA • Trust • RFA • Salaries • Wages • IDC • CFA Analysis • SLG84 	Monthly reconciliation	15th of every month	DSCSP DE,DAH&P
Agency revenue/Arrears Report	Collection of revenue	Monthly revenue returns	15th of every month	DSCSP DE,DAH&P, DR, DHRFI
	Collection of arrears	Reduction by 5%	15th of every month	DSCSP DE,DAH&P, DR, DHRFI
Asset Management Report	Annual Stock take/Board of Survey	Physical stock take against inventory	31st January 2014	DSCSP CE,DE,DAH&P, DR DLWRM, DLRPD,DHRFI
	Vehicle Returns	Monthly vehicle returns	5th of every month	CE,DE,DAH&P, DR, DLWRM, DLRPD,DHRFI
Audit Report	Implementation of audit report recommendations	Number of issues resolved	31st December 2014	CE,DE,DAH&P, DR DLWRM, DLRPD,DHRFI
Procurement Compliance Report	Quarterly reports to PSs and Ministers	FIs: Division 2&3 Part 12 Division 1 Section 68	2nd week after every quarter.	DE,DAH&P, DR, DHRFI, DLRPD, DLWRM,CE

TABLE 5: CAPITAL PROJECTS/ITEMS

SEG	PROJECTS	COST	RESPONSIBLE DIVISION
8-Capital Construction\$20.317m	Construction & Maintenance of Quarters	\$250,000	DHRFI& DE
	Agriculture Extension Services - Crops	\$500,000	DE
	Sigatoka Valley Improvement Project	\$200,000	DE
	Export Promotion Program	\$1,000,000	DE
	Food Security Program	\$1,000,000	DE
	Vanilla Development Program	\$50,000	DE
	Rice Revitalisation Program	\$1,500,000	DE
	Ginger Development Program	\$300,000	DE
	Cocoa Revitalization Program	\$300,000	DE
	Cottage Industry Development	\$100,000	DE
	Saivou Agriculture Development Program	\$250,000	DE
	Nadarivatu Development Program	\$150,000	DE
	Rotuma Island Development Program	\$50,000	DE
	Coconut Development Program	\$370,000	DE & DR
	Development of Seed & Planting Material	\$347,000	DR
	Infrastructure Improvement of Research Stations	\$450,000	DR
	Agriculture Research Services – Root Crops	\$250,000	DR
	Agriculture Research Services – Tree Crops	\$150,000	DR
	Agriculture Research Services – Horticulture	\$150,000	DR
	Management of Pests	\$100,000	DR
	Potato Research & Development	\$150,000	DR
	Maintenance of completed Irrigation Schemes	\$1,500,000	DLWRM
	Drainage & Flood Protection	\$6,000,000	DLWRM
	Watershed Management	\$1,000,000	DLWRM
	Construction/Maintenance of Office & Quarters	\$600,000	DAH&P & DHRFI
	BTEC	\$1,000,000	DAH&P
	Agriculture Extension Services – Livestock	\$500,000	DAH&P
	Livestock Feed Upgrading	\$100,000	DAH&P
	Goat Breeding Program	\$180,000	DAH&P
	Pig Breeding Program	\$150,000	DAH&P
	Veterinary Pathology Laboratory Upgrading	\$100,000	DAH&P
	Livestock Rehabilitation Program	\$1,000,000	DAH&P
	Sheep Breeding Program	\$170,000	DAH&P
Beef Breeding Program	\$150,000	DAH&P	
Animal Waste Management for Livestock Farmers	\$50,000	DAH&P	
Apiculture Industry Development	\$100,000	DAH&P	
Poultry Breeding Program	\$100,000	DAH&P	
9-Capital Purchases\$400k	Tractors	\$300,000	DR
	Chemistry Lab	\$100,000	DR
10 - Capital Grant\$ 7.8m	AMA	\$1,500,000	
	BAF	\$3,300,000	
	Fertilizer Subsidy	\$1,000,000	CE
	Drainage Subsidy	\$1,000,000	LWRM
	Dairy Development	\$1,000,000	DAH&P
TOTAL		\$28.517m	

Type of AID	Programme	Approved	Donor	Responsible Officer
Aid-in-Kind	Mushroom Technology Demonstration Centre	\$ 14,000,000.00	China	Director Research
Aid-in-Kind	Strengthening the Fiji Papaya Industry	\$ 166,760.00	AusAID	Director Extension
Aid-in-Kind	Tropical Vegetable, Fruit Cultivation and Extension	\$450,000.00	Taiwan	Director Research
Aid-in-Kind	Pacific Agribusiness Research for Development Initiative	\$ 1,066,142.00	AusAID	Director Research
Aid-in-Kind	Pacific Horticulture and Agricultural market Access	\$ 2,181,000.00	AusAID	Director Research
Aid-in-Kind	Strategies for Floriculture-rein Indigenous Australian and Pacific Island Communities	\$ 206,108.00	AusAID	Director Research
Aid-in-Kind	Enhance Resilience Building & Vegetative Mapping	\$ 254,429.00	SPC	Director LRPD
Total		\$ 18,070,010.00		
Cash Grant	Enhancing Livelihood through Food Security	\$ 245,061	UNDP	Chief Economist
Total		\$ 245,061		
GRAND TOTAL		\$ 18,315,071		

GLOSSARY

TERM	DEFINITION
ACP	Annual Corporate Plan
BQA	Bilateral Quarantine Agreement
DDA	Demand Driven Approach
EIA	Environmental Impact Assessment
EPP	Export Promotion Programme
FPL	Food Processors Ltd
FSD	Farming System Documentation
FSP	Food Security program
GDP	Gross Domestic Product
ICT	Information Communications Technologies
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.
IWRM	Intergrated Water Resource Management
MOU	Memorandum of Understanding
Outcome	Impact/effect on the community from the goods and services delivered by agencies.
Output	Services or goods provided to clients/customers external to the agency.
Output groups	A collection of outputs (including internal outputs) those are similar in nature.
Output Performance Measures	An assessment of characteristics of performance that illustrates that an agency has delivered its outputs. These measures relate to quantity, quality and timeliness.
PCCPP	Peoples Charter for Change, Peace and Progress
Performance Targets	Numerical target levels of performance against which actual performance can be compared.
Policy Objectives	High-level statements of what an agency is planning to achieve in accordance with government's policy framework.
PPP	Public private Partnership
QPPR	Quarterly Physical Progress Report
RDSSSED	Road Map for democracy and sustainable Socio-Economic Development
Results	Observable impacts that result from actions that are implemented by individuals, groups of individuals or the organisations as a whole.
RIE	Requisition to Incur Expenditure
ROI	Rural and Outer Island Program
SDP	Strategic Development Plan
Sector Goals	Targets that government is trying to achieve in the social, economic and administrative sectors.
SLM	Sustainable Land Management
Strategic Priorities	Selection of goals and policies set by the government that is considered to be of primary concern during a given term.
Sub Output	A single output produced along the production process leading to the production/delivery of an output.
SVDP	Sigatoka Valley Development program
TWG	Technical Working Group
WTO	World Trade Organisation

Appendix 1

Prioritized Programmes

Export Promotion Programme (EPP)

EPP Output Specification (Programme 2 Activity 2 - Crop Extension)

Recent studies conducted by the Asian Development Bank (ADB) and the Food and Agriculture Organization (FAO) of the United Nations have identified the enormous export potential that the agriculture sector holds particularly in high value niche export and traditional food crops. Products that give the best returns from finite labour and land resources include traditional food crops, fresh fruits, cut flowers, vegetables, herbs and certified organic products - including virgin coconut oil.

A recent United Nations Commodity report reported that a revolution is occurring in the export of horticultural and other high value agricultural products from developing countries. The report added that over the last twenty-five (25) years the value of horticultural and other high value product exports has grown rapidly, with developing countries having a 56 percent share of world trade in fruit and vegetable group. It is envisaged that in ten (10) years time, less developed countries will supply 70 percent of the world trade in high value horticulture products.

Output

The ministry's roadmap of developing agriculture in the short term was intended to lead to the achievement of the following:

- Rapid economic recovery.
- Food and Income Security.
- Poverty Alleviation.
- Sustainable management of natural resources.

Objectives

Rapid expansion has been recorded from smallholder horticulture operations during the past few years. Traditional domestic crops such as rice and other starchy staples have enjoyed high international prices, which has encouraged farmers to return to the land. Increased planting of dalo, rice and cassava has helped to maintain food security but increased planting of items such as pawpaw and breadfruit bodes well for export at harvest time.

Targets

Ministerial support for exports has been directed towards improving the market access by securing bilateral quarantine agreements for pawpaw, eggplant, chilli, herbs, pineapple, breadfruit and mango for the New Zealand market. In addition, attempts have also been made to develop commodity protocols for specific commodities to Australia. At the same time BQAs for access to the USA are well advanced.

Strategies

The output and the success of the project will continue to be governed by the market needs. All too often small volumes

have resulted in shipments being fulfilled using substandard products. As production volumes have increased, there has been a general increase in quality and as culling of substandard material has less effect on farmers' incomes. The strategic use of public-private partnerships (PPP) during implementation has been encouraged and thus funds are more closely monitored. Partners have a vested interest in maintaining efficiency, wise use of resources and in achieving predetermined goals.

Implementation

The implementation of the project is co-ordinated by the Extension and Animal Health and Production Divisions with the support of the Research Division within the Ministry. An EPP Steering Committee oversees the project, which will be made up of the Permanent Secretaries of the Ministry of Agriculture, Ministry of Finance, and Heads of Divisions of the Ministry of Agriculture, Farmers and Exporters representatives when available.

Monitoring

Proposals for funding under EPP are targeted at achieving the demands of the markets identified by the private sector. Emphasis will change throughout 2014 and while the goals of increasing output will remain, quality maintenance and value adding will be addressed at all stages through the supply chain.

Any proposal that is to be funded in this programme undergoes a vetting procedure involving the EPP Steering Committee, after it has been prioritized by the Technical Working Group Committee under the required approved process.

Factored into the framework is a monitoring system that will ensure that funds are not mismanaged. This involves the linking of specific project outcomes, outputs, activities and costs to individual officers work plans. This will ensure for closer monitoring and follow up of project progress and funds utilization. All proposals for EPP funding will have to follow a standard format, and must show written commitments from private sector partners outlining the form of commitment, which may be donated in the form of labour, finance, farm inputs including land.

The Ministry will further address the constraints identified in the 2013 ACP and will continue to enhance market access through the continuing and protracted process of obtaining BQAs. The expansion of the HTFA facility operated by Nature's Way and the establishment of the HTFA facility in Rotuma will assist in improving market access. In addition relatively low labour rates have ensured that demands in overseas markets have been slightly affected despite the global economic downturn.

Food Security Programme (FSP)

FSP Output Specification (Programme 2 activity 2 – Crop Extension)

Policies of import substitution and direct government investment in agricultural development projects were vigorously pursued during the two decades following independence in 1970. The import substitution policy focuses on growing local food to meet local demand and at the same time, to directly replace products that were mostly imported including rice, beef, dairy, poultry and feed grains. Greater emphasis will be placed on product development during 2014 and there will be a drive to create analogues of imported products using locally obtainable raw materials. Greater links will be forged between the Ministry and Food Processors Ltd (FPL) to increase the appeal of local products.

Output

The Ministry's Roadmap of developing agriculture in the short term is intended to lead to the achievement of the following:

- Quick economic recovery
- Food and Income Security
- Poverty Alleviation
- Sustainable management of natural resources.

Agricultural Import Status

In view of the deregulation policies, the current trade policy regime is liberal with generally low tariff on food and agriculture products. All licensing and quotas have been removed. As for Fiji's obligations under the World Trade Organization (WTO), Fiji made a commitment to set its agricultural tariff at a ceiling of 40 percent (rice and milk powder were bound at 60 percent, to be reduced to 46 percent). For all practical purposes, tariffs have been removed from most imported food items. While this is a challenge for local producers, increasing world food prices have increased returns to farmers driven higher by high-priced imported items.

Situation Analysis

With the seasonal nature of agricultural farming practice in Fiji, the usual consequence is the lack of consistent production of commodities throughout the year. Overproduction of a commodity in-season is a common occurrence annually leading to wastage as markets reach saturation. Likewise, the other extreme of the lack of certain commodities in the off-season pushes up prices in the local market. These challenges will be addressed through processing and product development activity at FPL, which will be centred upon increasing shelf life and value addition.

The tourism market has been essentially ignored by the Department over the years and despite many reports the food service industry continues to be practically insignificant. In 2011, a full round table forum was conducted, in which commitment will be sought from producers, processors, distributors and the tourism operators to work towards a significant reduction in items to be imported for the sector.

The target for the coming year will be to increase the attractiveness of locally produced items by;

- Improving packaging,
- Improved post harvest handling,
- Processing to in-built traits known to attract local buyers, and
- Heed the requirements of the tourist operators.

Strategy

To address the constraints, the Ministry of Agriculture recently launched the Demand and Market Driven Approach (DDA) as a new mechanism to fund and implement the Ministry's programmes. The Northern Development Project (NDP) and the Rural Outer Island (ROI) programme have adopted the DDA.

The requirements of the DDA have been described earlier and will not be repeated here. Needless to say all projects sponsored under this programme will be vetted and monitored as described.

Implementation

The implementation of the project will be co-ordinated by the Economic Planning and Statistics Division in consultation with the Extension and Animal Health and Production Divisions supported in this instance by the Product Development Unit within the Research Division. It is planned to relocate product development activity from Koronivia Research Station (KRS) to FPL. The composition of TWGs and Steering Committees has already been described.

Monitoring

Any proposal funded under FSP should be targeted at achieving the demand available in the markets and collaborate with the private sector in facilitating the whole supply chain from production to market for the targeted commodities. The proposals to be funded in this programme will undergo a vetting procedure involving the FSP Steering Committee after they have been prioritized by the Technical Working Group Committee.

Factored into the framework is a monitoring system that will ensure that funds are not mismanaged. This involves the linking up of specific project outcomes, outputs, activities and costs to individual officers work plans. This will ensure for closer monitoring and follow up of project progress and funds utilization. All proposals for FSP funding follow a standard format, which must meet the criteria as set out in the guidelines and which show written commitment from private sector partners outlining the form of commitment.

Dairy Industry Support (DIS)

DIS Output Specification (Programme 3 activity 2 – Livestock)

DIS under the Ministry of Agriculture, is also a demand driven project proposal. The long-term objective is to enhance the livelihood of dairy farmers in the rural areas, with its purpose to increase raw milk supply to Fiji Dairy Limited (FDL)

Dairy Industry status

The Dairy Industry Support (DIS) programme is targeted at revamping the Dairy industry. The national demand for milk is 80 million litres. The Fiji Dairy has the facility to process 40 million litres of milk but averages only 11 million litres. Local production is insignificant, representing only 20 percent of national milk demand with small producers representing about 80 percent of the total existing dairy

Sigatoka Valley Development Programme (SVDP)

SVDP Output Specification (Programme 2 activity 2 – Crop Extension)

The SVDP programme targets infrastructure development in the project area which now engages 700 active farmers planting mostly fruits and assorted vegetables. The project aims to provide drainage and irrigation facilities under the one third/two third basis. The target area covers 600ha consisting of 700 farmers.

Agriculture Show

Output Specification (Programme 2 activity 2 – Crop Extension)

The Agriculture Show is proposed for 2014 to enable different divisions within the Ministry and other stakeholders to come together under one roof to showcase their products and new technologies to the public. The Programme will be organised at national level to cater for Central and Eastern Divisions; and at divisional level for Western and Northern Divisions.

Agriculture Shows used to be annual event in the past. Lack of funding and sponsorship has attributed to the ceased for some time. However, the re introduction of the 2010

farms. There is an exorbitant import of milk products. To address this issue, the government has allocated \$750,000 for the 2014 Dairy Industry Support Budget with the bulk being a milk subsidy component.

Strategy

The objective of DIS (Dairy Industry Support) is to assist dairy farmers to better equip their farms through input and effective utilization of their resources for optimum milk production. The project aims to facilitate 17 farmers through Herd improvement of dairy cattle using artificial insemination and the provision of mineral supplements.

Strategy

The project intent is to construct new farm drains, desilting the existing farm drains, and mechanization of farm lands to improve arable land for production of crops. The crops included pawpaw eggplant chilies and assorted vegetables all aimed for local and overseas markets.

Agriculture Show proved to be a success and breakthrough in terms of the quality of presentation and displays, public response, networking with other sectors and stakeholders and so forth. The positive feedback and success of this year even warranted the staging of the show to be an annual event.

Agriculture Show is mainly organised especially for farmers and school children where different divisions and government departments of the Ministry together with other private sectors showcase their products, type of services they provide as well as new technology that are available.

Coconut Development Programme (CDP)

CDP Output Specification (Programme 2 activity 2 – Crop Extension)

Prior to the establishment of the Coconut Industry Development Authority (CIDA) in 1998, Coconut Development Programs were managed by the Ministry of Agriculture. Policy Changes led to the enactment of the Coconut Industry Development Authority in 1998 however, facilitation of programs were activated 7yrs later in 2005.

In June 2010, the Permanent Secretary of the Ministry of Agriculture announced the major changes that CIDA will be subjected to such as the winding up of the Board, the

reverting of posts and assets and the facilitation of Coconut programs to be incorporated into the existing workforce in the Extension and Research Divisions.

Coconut will continue to be the most appropriate and sustainable source of livelihood in the Maritime Provinces due to the lack of alternative sources of income. However, the development of the coconut industry must be given a high priority in Government's annual resource allocation in order that the benefits are realized sooner than later, for the sake of

our rural population as well as our country as a whole.

An institutional reform carried out in 1996 resulted in the enactment of the CIDA Act, 1998. The intent of the Act was to

establish a single Authority, modeled similarly to successful Asian organizations, to administer the revitalization and development of the coconut industry in Fiji.

Rice Revitalisation Programme (RRP)

RRP Output Specification (Programme 2 activity 2 – Crop Extension)

Objective

- To increase rice production in the Northern Division and Central Division from current production level to 3,542 tonnes by 2014 there by assisting Government in reducing its rice import bill.
- To introduce the mechanised option to irrigation as well as rainfed areas through the availability of a machinery pool operated from the main Agricultural Stations at affordable rates that will accelerate land preparation; at the same time covering more areas and farmers.
- To improve capacity building capabilities of farmers and staff involved in the Rice Industry.
- To undertake a stringent supervisory programme for all rice farmers with close monitoring and constant field inspections.

The option of using the mechanised option for rice cultivation is one of necessity rather than convenience. The case of labour shortage particularly in the Northern Division has now

Fertilizer Subsidy

The project aims to provide financial assistance to subsidize the fertilizer cost to farmers. The fertilizer costs have tripled in the last 5 years forcing farmers to reduce fertilizer usage, hence affecting the productivity and quality of Agricultural products. The subsidy will be administered by the

Navuso Farmers Training

The program aims to secure starting-point for adults and the school leaver youth on values, self-awareness and self-confidence. It provides confidence and capabilities to cope with change, which requires flexibility, adaptability and mobility. This program will assist in gaining constructive control of technological progress through access to knowledge and skills. It will also provide sense of usefulness in making contributions to the development of their community and beyond.

reached a critical stage whereby established industries like the cane industry are now feeling the pinch with tonnes and tonnes of cane lie unharvested in the fields annually.

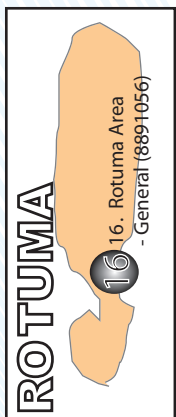
Northern rice farmers are willing to grow more rice and develop other potential rice areas provided the mechanised option is made readily available. Diggers, Tractors, tractor drawn implements, Rice drillers and rotovators for dryland rice cultivation, power tillers, reapers and threshers are proposed to be purchased and operated from main offices.

Diggers will assist with other works associated with rice cultivation like improvement of rice bunds, farm roads, improvement of field drains which do not come under the ambit of existing projects, etc.

The same problem exists in the Central Division as most machines that had been purchased and used during the 1990s are now either damaged beyond repair or just too expensive to maintain. Labour shortages are also critical as the opportunity costs for the cultivation of other more lucrative crops often relegates rice production in terms of priorities.

MOA under a set of guidelines to achieve its desired impacts. The subsidy will be given to farmers on a cost sharing basis ($\frac{1}{3}$ -government contribution and $\frac{2}{3}$ -farmer contribution).

The cost break down basically focuses on the daily operation of the centre. In comparison to the cost, the benefits that will be derived include; A conducive learning environment for staff and student, Communities having access to the Navuso Agriculture School to see and learn about agriculture and Knowledge gained by youth & community members will be useful and on their farm in increasing local production.



Department of AGRICULTURE

VANUA LEVU

12. Labasa Area
- PAO(N) (8812244)
- Labasa Drainage (8818280)
Dreketi Area
- Vet (8518280)
Seaqaqa Area
- SRS (8860233)
Nabouwalu Area
- AO (8836023)

13. Savusa vu Area
- SAO(C) (8850224, 8850213)

TAVEUNI

14. Taveuni Area
- AO (8880201)
- TCC (8880003)
- Wainigata (8880495)

OVALAU

15. Levuka Area
- SAO (3440168)

Koro (3447 015, 3447 016)

VITI LEVU

8. Ba Area
- General (6674354)
- Vet (6676065)
- LW RM (6676622)

9. Tavua Area
- General (6680466)

10. Rakiraki Area
- SAO(R) (6694202, 6694245)

11. Naitasiri
- Vet (3430300)
- SAO(T) (3430011)

1. Suva Area
- HQ (3383155, 3384233)
- EP&S (3100 290, 3100 291, 3100 292)
- Vatuwaqa (3315322, 3315205)

2. Nausori Area
- PAO(C) (3477066)
- Lakena (3478122, 3478146)
- Rewa (3479755)
- AH&P (3479445)
- Naduruloulou (3478242)
- Luvuluvu (3479755)
- Drainage Central (3477066)

3. Taillevu Area
- Vet (3430300)
- Naitasiri
- Vunidawa (3435061)

4. Navua Area
- SAO(S/N) (3460106)
- LW RM (3460102)
- Navua Drainage (3460288)

5. Kada vu Area
- SAO(K) (3336017)

6. Sigatoka Area
- Lawaqa (6500418)
- SRS (6500022)
- Sigatoka Valley Proj (6520475)

7. Nadi Area
- AFO(Nadi) (6700355)
- L egalega (6722522)
- AH&P (6703773)

8. Lautoka Area
- PA O(W) (6661000)

VUNISEA

5. Kada vu Area
- SAO(K) (3336017)

Lau Area
Lakeba (8823 075, 8823 207)
Cicia (8895 203)
Matuku (6008 477)
Moala (6008 004)

Gau (3448 016, 3448 056, 3448 043)

Koro (3447 015, 3447 016)

KRS
- KRS (3477044)
- Vet Lab (3400184)



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