



Ministry of Agriculture and Waterways

Strategic Development Plan 2024-2028



"Increase diversified and inclusive agriculture sector contribution to Fiji's economy"

ABBREVIATIONS AND ACRONYMS

AMA	Agricultural Marketing Authority	M&E	Monitoring and Evaluation
BAF	Biosecurity Authority of Fiji	MoE	Ministry of Economy
BR	Brucellosis	MT	Metric tonnes
CADP	Commercial Agriculture Development Programme	MTR	Mid Term Review
CAPEX	Capital Expenditure	NAP	National Adaptation Plan
CCICD	Climate Change and International Cooperation Division	NDP	National Development Plan
CFEP	Commercial Farmer Equity Package	NGO	Non-Government Organization
COP	Costed Operational Plan	OCA	Our Community Agriculture
CSA	Climate Smart Agriculture	OHS	Occupational Health and Safety
DRM	Disaster Risk Management	OPEX	Operating Expenditure
EU	European Union	PACT	Pacific Islands for Climate Transition
FBS	Food Balance Sheet	PPE	Personal Protective Equipment
FDB	Fiji Development Bank	PS	Permanent Secretary
FNU	Fiji National University	PSIP	Public Sector Investment Programme
FNS	Food and Nutrition Security	SDP	Strategic Development Plan
FAO	Food and Agriculture Organization of the United Nations	SDG	Sustainable Development Goal
FJD	Fiji Dollar	SIDS	Small Island Developing State
GAP	Good Agricultural Practice	SOP	Standard Operating Procedure
GDP	Gross Domestic Product	SP	Strategic Priority
HIES	Household Income and Expenditure Survey	SRM	Sustainable Resource Management
ICT	Information and Communication Technology	SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
IFC	International Finance Corporation	TB	Tuberculosis
IT	Information Technology	TC	Tropical Cyclone
IUCN	International Union for Conservation of Nature	UNDP	United Nations Development Programme
KJWA	Koronivia Joint Work on Agriculture	UNFCCC	United Nations Framework Convention on Climate Change
LUC	Land Use Capability	US	United States
MOAW	Ministry of Agriculture and Waterways	WHO	World Health Organization

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FOREWORD FROM MINISTER



Minister for Agriculture and Waterways - Hon. Vatimi T.T.K. Rayalu

It is with great pleasure to introduce to you this visionary Strategic Development Plan for the Ministry of Agriculture and Waterways for the next five years, 2024-2028.

This Strategic Plan sets out the objectives that the Ministry will pursue for the next five years with the aim to “increase diversified and inclusive agriculture sector contribution to Fiji’s economy”. Overall, the SDP is designed to achieve five key strategic priorities: food and nutrition security, inclusive and sustainable livelihoods, climate resilience, commercializing agriculture and strengthened service delivery.

The Ministry’s strategies for the next 5 years are in line with the National Goals as articulated in the National Development Plan (NDP) that aims to transform Fiji towards an even more progressive, vibrant and inclusive society. On this note, I applaud the government’s long-standing strong commitment to the agriculture sector.

The NDP outlines a number of ‘go-forward’ projects, including expanded road networks, enhanced port and inter-island infrastructure, and digital technologies, all of which will support agricultural development enhancing the livelihoods of our rural farmers.

Government efforts in the agriculture sector have led to significant investments with improved services to our farmers and stakeholders. However, it has become critical to go beyond overseeing increase in production to focus on the role of agriculture in improving livelihoods and creating greener jobs for women and youth, which the Ministry is promoting through its gender in agriculture policy and youth in agriculture policy, respectively.

Similarly, the Ministry will continue to improve food security at a sustainable level for all Fijians, by improving access to safe and nutritious food and making agriculture and food production more resilient, especially in the face of climate change, while reducing greenhouse gas emissions. The Ministry will enhance agribusiness by supporting the building of inclusive and efficient food value chains.

I am confident that with the commitment to our Vision and Mission, the implementation of this strategic plan will improve our Agriculture and Waterways performance and service delivery and lead us to a resilient agriculture sector for Fiji. Furthermore, I am looking forward to this SDP being implemented in collaboration with our stakeholders and partners in setting the new directions for the Ministry.

Minister for Agriculture and Waterways
Hon. Vatimi T.T.K. Rayalu

STATEMENT FROM THE ASSISTANT MINISTER



Assistant Minister for Agriculture and Waterways
Hon. Tomasi Tunabuna

I look forward to working closely with the Ministry's team, stakeholders, and the community at large to ensure the successful implementation of this strategic plan. Together, we can realize the vision of a thriving and resilient agricultural sector that contributes significantly to the economic well-being of our people and the sustainable development of Fiji.

I am pleased to endorse the Strategic Development Plan for the Ministry of Agriculture and Waterways for the period 2024 to 2028. This plan reflects a forward-thinking approach to addressing the challenges and opportunities that lie ahead in our pursuit of a resilient and dynamic agricultural sector.

As the Assistant Minister, I recognize the importance of collaborative efforts in achieving our strategic priorities. The plan's focus on improving food and nutrition security, enhancing livelihoods, adopting sustainable practices, promoting commercial agriculture, and elevating the Ministry's performance aligns seamlessly with our vision for a resilient, inclusive, competitive, innovative and food secure agriculture sector.

I commend the Ministry's dedication to crafting a plan that not only responds to the current needs of our nation but also lays the foundation for sustainable growth. The emphasis on inclusivity and diversification in the agricultural sector is a testament to our commitment to leaving no one behind.

A handwritten signature in black ink, appearing to read 'Tomasi Tunabuna', written over a horizontal line.

Assistant Minister for Agriculture & Waterways
Hon. Tomasi Tunabuna

STATEMENT FROM THE PERMANENT SECRETARY



Permanent Secretary for Agriculture and Waterways
Dr. Andrew Tukana

I am delighted to present the Ministry of Agriculture & Waterways Five (5) Years Strategic Development Plan (SDP) 2024- 2028 to our staff, partners and stakeholders.

This five (5) years SDP encompasses five (5) strategic priorities and key development targets that the Coalition Government has identified for the Agriculture Sector & Waterways in Fiji. It takes into account the resolutions from the National Economic Summit in 2023, impending priorities of the 20 years National Development Plan and most importantly the voice of farmers and those other significant players along the food value chain in Fiji. It also recognized Fiji's international commitments in achieving the Sustainable Development Goals and other UN and International Conventions to which Fiji is a signatory.

Strategic planning has always been associated with improved efficiency, sustainable growth and contributing meaningfully to the lives of our people. The Ministry has successfully completed the 2019 – 2023 SDP, achieving greater results that reflects better performance of the agriculture sector in Fiji over the 5 years period. The timely transition to the 2024 – 2028 SDP is a testament of our unwavering commitment to advancing the agriculture sector in Fiji.

The SDP plays a significant role in guiding the Ministry's effort in achieving the vision for the Agriculture sector. The vision of a resilient, inclusive, competitive, innovative, and food-secure agriculture sector is not just a statement but a collective aspiration. It is a vision that underscores the pivotal role of agriculture in our nation's prosperity and the well-being of our people.

As we navigate the lessons learned from the past years and challenges and opportunities that lies ahead, the strategic priorities outlined in this SDP serve as a roadmap to guide our collective efforts. From enhancing food and nutrition security to fostering economic opportunities and sustainability that will create a robust and resilient agriculture sector in the future.

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

Furthermore, I strongly believe that this SDP will provide space for effective and inclusive dialogue and better collaboration with all our stakeholders that will strengthen existing and new partnerships to take our outcomes and actions forward. For these priorities and key development targets to be met, there must be a paradigm shift by all stakeholders in how we view Agriculture in Fiji. Agriculture must be science based, market driven and we need our collective skills, resources and talent to deliver meaningful results for our people. I encourage staff of MOAW to better engage with external technical and financing partners and identify mechanisms of addressing our key needs and opportunities for future collaborations.

I commend the Ministry's team for their meticulous efforts in crafting a plan that encapsulates the complexities of our sector. As we embark on the implementation phase, I am confident that, with concerted efforts and collaboration, we will witness the positive transformation of Fiji's agricultural landscape. I extend my gratitude to all stakeholders, partners, and the dedicated individuals within the Ministry for their commitment to this cause. Together, let us work towards realizing the vision and mission set forth in this Strategic Development Plan, ensuring a sustainable and prosperous future for Fiji.

Permanent Secretary for Agriculture and Waterways
Dr. Andrew Tukana



"Having a home garden is not just about growing vegetables; it's about creating a source of fresh and constant food supply. It's about fostering food security, ensuring proper nutrition for our families, reducing our dependence on imported processed foods and nurturing resilience within our communities,"
Hon. Prime Minister

1.0 INTRODUCTION AND BACKGROUND

The Ministry of Agriculture and Waterways (MOAW) 5-year Strategic Development Plan (SDP) 2024-2028 aims to build a “A resilient, competitive, innovative and inclusive agriculture and sector”. It is designed to contribute to the vision of the 20-Year Development Plan vision for “Transforming Fiji” into a progressive, vibrant and inclusive society. The SDP contributes to two national development plan targets:

- (1) “Every Fijian has access to adequate food of acceptable quality and nutritional value”, and
- (2) “Competitive, sustainable and value-adding non-sugar agriculture”.

In 2023, the former Ministry of Agriculture was joined by the Department of Waterways to form the Ministry of Agriculture and Waterways. The SDP has been developed to include the plans of both Agriculture and Waterways. It is structured according to five strategic priorities: improved food and nutrition security, improved livelihoods for farming households, increased adoption of sustainable resource management and climate smart agriculture, increased commercial agriculture, improved quality of public sector performance and service delivery.

The strategic priorities serve as guiding pillars, shaping our efforts to meet the evolving needs of our nation. Strategic Priority 1 focuses on improving food and nutrition security, a fundamental goal in ensuring the well-being of all Fijians equating the intrinsic link between a well-nourished population and a thriving nation.

Strategic Priority 2 aims at enhancing the livelihoods of farming households, recognizing the pivotal role they play in the fabric of our society. By empowering these communities, the way for sustainable development and growth will be paved.

The adoption of Sustainable Resource Management

(SRM) and Climate-Smart Agriculture (CSA) is at the heart of Strategic Priority 3. Acknowledging the pressing need to fortify our agricultural practices against the challenges posed by climate change, through innovative approaches, we envisioned to build resilience within our farming systems.

Strategic Priority 4 seeks to propel Fiji’s agricultural sector into a new era of commercial viability. By fostering increased commercial agriculture, we aim to create a robust and dynamic economic engine that contributes significantly to our national prosperity.

Finally, Strategic Priority 5 centres on the improvement of the Ministry’s performance and service delivery. We understand the importance of effective governance and service excellence in achieving our collective goals. This priority underscores our commitment to accountability and transparency.

Strategic planning allows the Ministry to determine the actions needed to deliver on its mission and move towards its vision by mobilising resources. More specifically, the SDP performs three important functions. It:

- (i) Provides a clear strategic direction for agriculture and waterways management in line with the NDP vision;
- (ii) Guides MOAW’s annual Costed Operational Plan (COP) and thus contributes to fiscal planning and budgeting; and
- (iii) Promotes collaboration between Government agencies, farmer groups, private enterprises and bilateral partners.

The implementation of the SDP will be monitored through a results framework based on key performance indicators. A mid-term review of the SDP that will allow for updates and adjustments to the Plan’s overall approach will also be undertaken.



2.0 ABOUT US

VISION STATEMENT

A resilient, inclusive, competitive, innovative and food secure agriculture and waterways sector

MISSION STATEMENT

To create an enabling environment that fosters more economic opportunities, climate resilience, food security and sustainability for all Fijians

VALUES

ACCOUNTABILITY

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

GENDER

We recognise the need to appreciate the role of both gender in agriculture and to support their inclusiveness in access to agricultural and waterways services.

RELIABILITY

We are fair in our approach and ensure that we maintain long term business relationships.

INNOVATIVE

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

COMMITMENT

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

UNITY

We are committed to working in teams to deliver better results.

LOYALTY

We demonstrate full loyalty to relationships with our farmers, stakeholders and partners.

TRANSPARENCY

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

UTILITY

Our services will be responsive to the needs of our stakeholders

RESPECTFULNESS

We will be respectful in all our interactions with our farmers, stakeholders and partners.

EXCELLENCE

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

3.0 SITUATIONAL ANALYSIS

Fiji lies in the heart of the Pacific Ocean midway between the Equator and the South Pole. Fiji's exclusive Economic Zone contains approximately 330 islands, of which about one third are inhabited. A country's archipelago surrounded by the Koro Sea about 1,300 miles (2,100km) north of Auckland, New Zealand.

The total land area is 18,333 square kilometres. There are two major islands – Viti Levu is 10,429 square kilometres and Vanua Levu 5,556 square kilometres. Other main islands are Taveuni 470 sq km, Kadavu - 411 sq km, Gau - 140 sq km and Koro - 104 sq km. With the challenges above Fiji has kept its agricultural activity moving from the time and introduction of Europeans and their labour force schemes from 1800 years.

The Agriculture Sector has been the backbone of Fiji's economy since independence. Its impact cuts across all sectors and individuals in the country. There is a need to produce food for a continuously expanding population, and a surplus for the rapidly increasing urban population. At the same time farmers have to deal with the shocks and damage caused to crops and livestock by climate change-related events. This gives the agriculture sector, and farmers in particular, the role of helping to determine the welfare of the nation.

In 2021, agriculture contributed FJD763.9 million to total GDP. When the cultivation of sugarcane is excluded, the contribution was FJD689.3 million, or 90% of total Agriculture GDP. Non-sugarcane agriculture grew as a share of the national economy from 5.5% in 2010 to 8.2% in 2021. In 2020 and 2021 the agriculture sector grew even as the rest of the economy was contracting as a result of the Covid 19 pandemic. This severely disrupted the tourism industry and its related sectors and caused a return to farming for many in the urban workforce.

Fiji consistently runs an agriculture trade deficit. In 2021, FJD272.7 million was earned from the export of non-sugar crops and livestock products in both fresh/chilled and value-added forms. In the same year, Fiji imported FJD 576.8 million of crop and livestock products, resulting in a negative agriculture trade balance of FJD304.4 million. The main demand for imported agricultural products comes from the tourism sector, which consumes mainly fresh fruit and vegetables, and manufacturing, which uses imports to produce value-added products. Crop imports make up an average of 90% of the total volume and 72% of the total value of agriculture imports. The main crop imports are wheat, vegetables, rice, potatoes, and fruit. Approximately 45% of livestock imports are fresh or chilled meat. Most of this comprises lamb, beef and

chicken from New Zealand and Australia. The major value-added livestock imports are dairy products (milk, butter, cream and cheese).

A study, 'From the Farm to the Tourist's Table' (IFC; 2018) noted that "Fiji has the potential to cut FJD24.1 million of its import bill by focusing its resources on growing or producing specific, high potential, fresh produce items locally". However, the report also identified key issues that prevent the tourism industry from purchasing more locally grown produce. These include: (a) inconsistent supply (particularly fruits vegetables, and dairy products); (b) seasonality of produce available locally (particularly fruits and vegetables); (c) poor quality of products (particularly meat, and dairy products); (d) lack of food safety standards (especially for meat products), and (e) lack of networking between hotels, local producers and suppliers. These obstacles need to be addressed if Fiji is to take advantage of the potential market offered by the tourism sector for agricultural produce.

The top ten agriculture exports by volume are: flour, biscuits, taro, sweet biscuits, animal feed, pasta, bread and pastry products, turmeric, and ginger. The majority of these are re-exports based on imported raw materials, wheat especially. Taro, turmeric, and ginger are the exceptions. Animal products make up just 10% of the total value and volume of agriculture exports, and 69% of this is in value-added products. Kava is the largest fresh/chilled crop export earner, while the volume of Kava exports ranks only 7th, indicating a high value-to-weight ratio. Kava exports by volume grew at an average annual rate of 23% from 2013 to 2021. The United States and New Zealand are the main markets.

The number of exporters of fresh/chilled and value-added crop and livestock commodities has grown from 52 in 2016 to 201 in 2021. Fiji has favourable trade and quarantine arrangements for exports of agricultural produce to Australia, New Zealand, US, Europe, Canada, China and neighbouring Pacific Island countries. However, export markets are becoming increasingly competitive, especially for fresh produce. Despite growth, exporters still grapple with low supply during the off-season, low fresh-produce quality, poor infrastructure, a lack of storage and cooling facilities, and poor post-harvest practices by farmers.

Total crop and livestock production equalled 327,824 metric tons (mt) in 2021. Crop production constituted an average of 83% of crop and livestock production over the period 2013-2021 and achieved 266,350 mt with a value of FJD1,590.6 in 2021 compared with 61,474 mt with a value of FJD462.4 for livestock

production. The Northern and Central Divisions are the highest producers of crops. The Central division contributed 39.5% to total crop production in 2021, based mainly on the production of dalo, ginger, cassava, banana and kumala.

Livestock production is focused around eight commodities: dairy milk, beef, poultry, eggs, pigs, goats, sheep and honey. Poultry remains the livestock commodity with highest production, but it, and eggs and pigs, declined during 2020 and 2021 due to the collapse of the tourist market, and trade in general, during Covid 19. Production and sales are forecasted to increase as the economy, tourism in particular, recover. Although beef production grew rapidly in 2020 and 2021, this reflected cattle being slaughtered due to the infection of Tuberculosis (TB) and, to a lesser extent, Brucellosis (BR).

For the same reason, dairy milk production has declined at an average rate of 2.7% per year over the five years to 2021. Increasing livestock production will require attention to address the incidence of TB, strengthening farm husbandry, improving stock through artificial insemination and embryo transfers and building the capacity of extension services and farmers.

The food supply is based on a mix of domestic production and imports. The country is self-sufficient in several key commodities including taro, cassava, other root crops and some vegetables. Moderate or severe food insecurity was estimated to affect just 14.3% of the population in the period 2018-2020. Access to a healthy diet remains a key challenge for some Fijians. Urban, semi-urban and even rural populations in Fiji are now highly dependent on imported foreign and locally processed foods, high in carbohydrates, fats, sweeteners, and salt.

This is coupled with low consumption of fruits, vegetables, and meat. The prevalence of under-nutrition (indicated by 7.2% stunting among children under five years of age in 2020) persists. As much as 63.1% of adults are overweight or obese as of 2020. At the same time, up to 45% of school children aged 5-17 years, 40% of women of childbearing age and a similar proportion of men, suffer from anaemia. Deficiencies in several micronutrients among women of childbearing age are of concern because these affect foetus development during pregnancy. Almost 20% of these women are deficient in iron, vitamin A or zinc.

As a Small Island Developing State (SIDS), Fiji is highly vulnerable to climate-induced shocks. Various studies rank Fiji among the top 15 countries world-wide that are most exposed to weather-related catastrophes. In 2016 and 2020, Fiji was severely hit by Category 5 Tropical Cyclones (TC), namely TC Winston and TC Yasa, respectively. The total estimated cost of losses caused by these two TCs, in the agriculture sector alone, were

FJD542 million and FJD142 million, respectively.

A World Bank Climate Vulnerability Assessment (2017) projected that by 2050 Fiji's annual losses due to extreme weather events could reach 6.5% of GDP. More than 32,000 people would be pushed into hardship every year. An estimated FJD9.3 billion (US\$4.5 billion) over ten years – almost equivalent to 100% of the country's GDP for one year – is needed to build the resilience and capacity to adapt to climate change. In response, under the United Nations Framework Convention on Climate Change (UNFCCC), the Government signed the Koronivia Joint Work on Agriculture (KJWA) during the 23rd Conference of the Parties (COP) in Fiji in 2017. This recognizes the unique potential of agriculture in tackling climate change. It has also produced a National Climate Change Policy (Republic of Fiji, 2018).

The IUCN Bio development Report 2022 revealed that agriculture is the main driver for land degradation in Fiji. The extension of cultivation into marginal land, particularly to produce dalo and yaqona, and the use of inorganic fertilizers are largely responsible for the deterioration in land fertility and water quality.

Fiji's Agriculture Census (2020FAC) recorded a total of 70,991 agricultural households involving a total population of 300,861 from rural and parts of peri-urban areas of Fiji. It recorded 83,395 agricultural household members who identify farming crops and livestock as their main economic activity and recognized themselves as farmers, of which 85.6% (71,424) are males and 14.4% (11,971) are females. Out of the 83,395 total farmers in Fiji, 59.4% are unpaid family members. Approximately 40% are involved in commercial farming being either self-employed or employer; 60% of households remain engaged in subsistence activities.

The majority of farmers (47,807, or 57.3%) are over the age of 40 years. While young farmers under the age of 35 years, represent 33% of all farmers, many classify themselves as unpaid family labour. Female youths represent only 4.4% of all those who consider farming to be their main occupation. While all farmers face a common set of challenges, young farmers face additional difficulties.

These include a lack of training, limited access to land, little of knowledge of markets, shortage of own funds to purchase equipment and lack of access to finance, including credit. Young women face even more severe constraints than young men and may require targeted programmes if the agriculture sector is to close the gender and age gap and harness the dynamism, energy and innovative potential of young farmers.

Persistent structural challenges continue to limit the development of agriculture in Fiji. An estimated 70% of arable land in Fiji is under-utilised. Land use competition for Fiji's arable land has increased recently

with the expiry of non-renewal of agricultural leases. This is creating greater challenges in the agriculture sector as an estimated 70% of arable land in Fiji is under-utilised.

Many farmers have limited access to capital, which mostly depends on their own financial resources and access to credit, which is subject to strict security requirements and high rates of interest. A large proportion of farmers remain engaged in subsistence activities using traditional production methods. There is a slow rate of transition to commercial agriculture. Those that do produce commercially face high production and labour costs, coupled with low productivity and

inefficiency.

Many locations are remote from markets. Inconsistency in quality and supply of fresh produce limits exploitation of the tourism market for fruit and vegetables. Although numbers have increased significantly in recent years, private sector involvement in agriculture, processing and export remains relatively shallow. Producers face competition from low-priced imports. Exporters of fresh produce must meet high standards of product certification, food hygiene and traceability. All the while, farmers are vulnerable to the impacts of extreme weather caused by climate change.



Senepol Bulls

4.0 RISKS AND CHALLENGES

Further development of the agricultural sector will need to navigate a number of risks and challenges. The major ones are highlighted below:

External economic and environmental factors:

- Plant diseases and pest (e.g. coconut rhinoceros beetle).
- Bovine Brucellosis and Bovine Tuberculosis threatens beef and dairy production.
- Unsustainable agriculture practices.
- Increasingly competitive markets for fresh and chilled agriculture exports.
- Remote location of rural areas of outer islands and highlands hampers access to farms and markets.

National economic factors:

- Inconsistent quality, and seasonal supply of, local produce
- Increase in the value and volume of agriculture imports resulting in larger agriculture trade imbalance.
- Poor infrastructure.
- Lack of farmer knowledge of, and skills in, modern agricultural techniques.
- Slow adoption of new technologies by farmers.
- Unexploited links to agro-tourism market.

National social trends:

- Scarcity of local produce at affordable prices increases consumption of unhealthy cheap food imports.
- Shift in consumption patterns due to urbanization and cost inflation
- Lack of land rights often hamper access to farm land and credit.
- Increasing incidence of farm theft and dog attacks on livestock.
- Aging farmer population and low youth and women's involvement in agriculture.
- High poverty rates in rural areas and low income among farmers.
- Low level of involvement of private sector in production, processing and export.
- Rising incidence of non-communicable diseases linked to poor nutrition.

Implementation:

- Insufficient expertise and finance for research, science, genetics and other areas. Lack of financial resources to ensure sufficient Ministry staffing, infrastructure and technical resources.
- Outdated legislations.
- Slow procurement process.



Women Empowerment

5.0 MINISTRY ROLE AND ACHIEVEMENTS

4.1 Role of Ministry

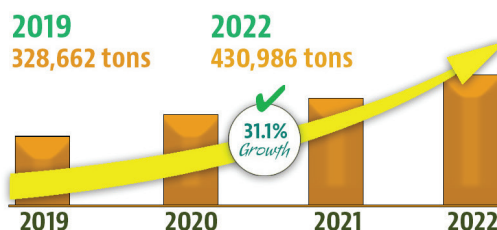
The Ministry of Agriculture and Waterways is responsible for non-sugar crops and livestock commodities and waterways sector within Fiji. The Ministry's structure is organized according to two main portfolios, Agriculture and Waterways. The mandate of the Agriculture portfolio is to provide food and nutrition security, income and employment by building a resilient, competitive, innovative and inclusive agriculture sector. The mandate of the portfolio of Waterways is to increase resilience to waterways-related hazards through effective and sustainable management of waterways in Fiji. Taken together, the mission of the Ministry of Agriculture and Waterways is to establish a diversified agriculture sector that fosters more economic opportunities, climate resilience, food security and sustainability for all Fijians. Overall, the Ministry is composed of eight divisions. They are: Crop Extension, Animal Health and Production, Land Resource Planning and Development, Crop Research, Waterways, Economic Planning and Statistics, Finance and Human Resources. It also oversees a number of statutory institutions, such as the Agricultural Marketing Authority and state-owned like Yaqara Pastoral Company Pte Ltd, Food Processors Fiji Ltd and Fiji Coconut Millers Pte Ltd.

4.2 Ministry of Agriculture SDP 2019-2023 Achievements

INCREASED AGRICULTURE GDP CONTRIBUTION



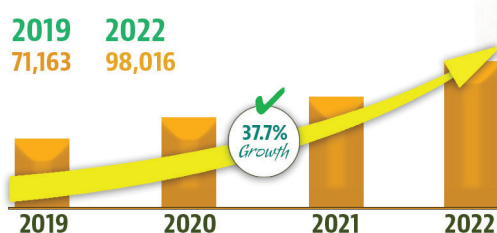
INCREASED DOMESTIC AGRICULTURE PRODUCTION



INCREASED FRESH/CHILLED AGRICULTURE EXPORT



INCREASED NUMBER OF FARMERS



SP1 Improve food and nutrition security for all Fijians

Packages of dry seeds of tomatoes, chinese cabbages, eggplant, french and long beans and okra were distributed to 72,250 households. The Ministry engaged with and sensitised 30 (20 secondary and 10 primary) schools in line with its effort to increase the adoption of local food gardens



Ministry launches Backyard Garden initiative



Ministry supplies seeds and planting materials during COVID-19 Lockdown



Ministry launches Organic Compost formulation

SP2 Increase farmer household income for sustainable livelihoods

The Ministry provided 247 Women Groups with voivoi, masi, nursery materials, planting materials and farming equipment. Also, 37 Women and Youth Groups were provided with bee keeping materials, sheds and other equipment through the Livestock Extension Service. Support was given to the establishment of 116 fruit tree orchards including avocado, citrus, drinking coconuts, dragon fruits, green pearl guava, breadfruits, jackfruit and rambutan. The Ministry was able to formulate Women in Agriculture Policy and Youth in Agriculture Policy.



Launching of Gender in Agriculture Policy



One of the many Youth groups provided with fruit tree orchards, launching of Youth in Agriculture Policy Booklet



Supporting Women in Agriculture Programs & promoting Value Addition



SP3 Improve the adoption of sustainable resource management and climate-smart agriculture

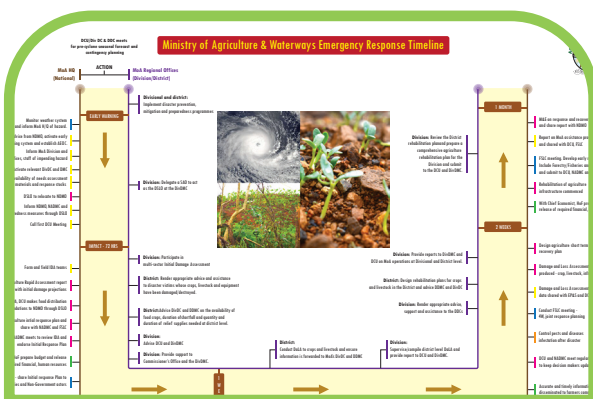
The Ministry trained 769 farmers and 75 staff on sustainable resource management and climate smart agriculture. Another 550 farmers have been certified for organic farming.



Climate-smart Agriculture farm in Nayarabale, Vaturova, Cakaudrove



Capacity building for farmers in rural communities on sustainable land management practices



Established DRM SOP and introduction of improved livestock breeds and crop resilient varieties

SP4 Establish and improve commercial agriculture.

The Ministry trained over 823 commercial crop and livestock farmers, provided support to 7 processing plants to undertake post-harvest and value-added activities, established linkages between 327 farmers and the tourism industry and facilitated 13 purchase contracts between major hotels and farmer clusters. The Commercial Agriculture Development Programme (CADP) supported more than 1,000 commercial farmers. The Commercial Farmers Equity Package (CFEP) assisted 30 farmers a year.



Strengthening Agro-Tourism Initiatives through participation at the HOTECH Show



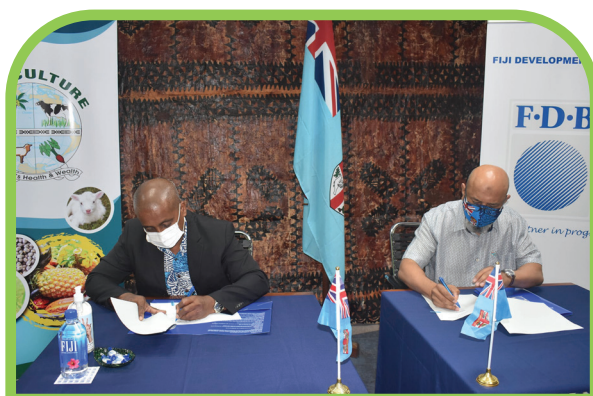
Commissioning of a Cool storage facility for DKAY exports at Sigatoka



Accelerating transition to Commercial Farming through mechanization



Securing Agreement with Financial Institutions



SP5 Improve quality public sector performance and service delivery

The Ministry conducted 100 staff training courses based on training needs assessments, established 6 MOUs with regional and international training institutions. New staff quarters were established in Nameka and Lomaivuna, and a new office was established and quarters repaired at Naqali. Over 28,000 users accessed Ministry ICT services. Fifty-six programmes were produced for TV and radio. Twenty-two research publications were published.



Training on Cost-Benefit Analysis of Agriculture Projects



Launching of the National Farmer's Database known as Viti Agri-Data hub



New Molecular Lab Commissioned



Agreement signed with iTaukei Affairs



Agreement signed with KOICA



The new Koro Agriculture Station

6.0 METHODOLOGY AND ALIGNMENT OF THE STRATEGIC DEVELOPMENT PLAN

The development of the SDP involved three key processes:

i) The SDP drew directly from the sectoral and national goals set by the Government's 20-year National Development Plan (NDP) 2017-2036. It reflects the NDP vision of "Transforming Fiji".

ii) The Ministry engaged in a very participatory approach to gain insights from relevant stakeholders. Consultations began with reflections on the SDP 2019-2023 and its mid-term review. Senior officials updated the Ministry's vision, mission, values and strategic priorities. They then drafted outcomes and outputs for each strategic priority. Three regional consultations were held with decentralized Ministry staff, farmers, agri-businesses and other relevant stakeholders to review the drafts. The outputs of the regional workshops were incorporated into the SDP and then further internal

consultations were conducted to add indicators and targets for the outcomes and outputs. This included the incorporation of Waterways into the plan following the transfer of its portfolio of activities and the creation of the Ministry of Agriculture and Waterways.

iii) The plan draws on a large body of existing documents. Apart from the National Development Plan 2017-2036, these include the Fiji 2020 Agriculture Sector Policy Agenda, Fiji Livestock Sector Strategy (2016), Fiji Crop Strategy (2017), various commodity plans, the 2020 Agriculture Census, a Situation Analysis report and other agriculture sector statistics. National multi-sectoral policies that involve more than one government agency, such as the National Adaptation Plan, National Climate Change Policy, Green Growth Framework and the draft National Nutrition and Food Security Policy were also referred to (See Fig. 1).

Figure 1: Policy Ecosystem of the SDP



7.0 KEY STRATEGIC PRIORITIES AND OUTCOMES

The SDP sets out five (5) key Strategic Priorities and 15 Outcomes



Outcome 1.1: Increased production and access of local, safe and nutritious food
Outcome 1.2: Improved multi-sector coordination of national food and nutrition security action



Outcome 2.1: Increased agriculture income of small-holder farmer
Outcome 2.2: Increased participation of women and youth in semi commercial agriculture



Outcome 3.1 Increased knowledge and skills of Farmers on Sustainable Resource Management and Climate-Smart Agriculture Practices
Outcome 3.2 Improved Land and Water Management in farming communities
Outcome 3.3 Improved Disaster Risk Management (DRM) and Recovery



Outcome 4.1: Increased domestic agricultural production
Outcome 4.2 Increased access to land and financing for commercial agriculture
Outcome 4.3 Increased supply of domestic produce to tourism and export market
Outcome 4.4 Farm management and business skills strengthened



Outcome 5.1 A more effective and efficient MOA structure with supportive systems
Outcome 5.2 MOA officers are well supported
Outcome 5.3: Improved formulation and implementation of agriculture sector policies and programmes
Outcome 5.4 Improved information, communication and technology (ICT)

8.0 LINKAGE OF MOAW SDP PRIORITIES WITH NATIONAL DEVELOPMENT PLAN (NDP) AND SUSTAINABLE DEVELOPMENT GOAL (SDG)

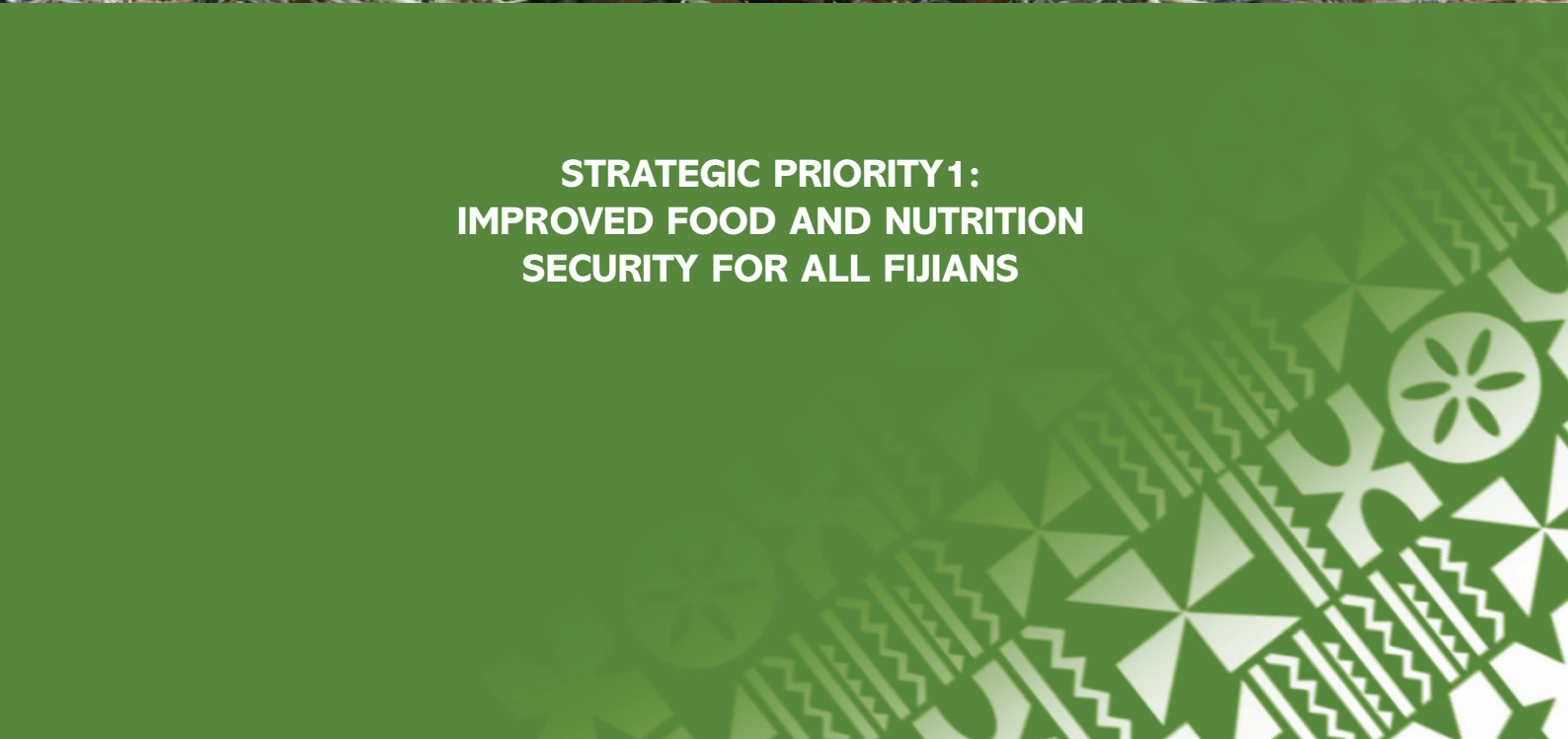
The direct linkages to the NDP and SDG are shown below:

Table 1: MoAW Strategic Priorities

Strategic Priorities	Source of Priority NDP	SDG linkage
1. Improved food and nutrition security for all Fijians	NDP 3.1.1: Water and Sanitation NDP: 3.1.4 Food and Nutrition Security NDP: 3.1.6 Health and Medical Services NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Well-being Goal 4: Quality Education Goal 12: Responsible Consumption and Production
2. Improved Livelihoods of Farming Households	NDP 3.1.1: Water and Sanitation NDP: 3.1.4 Food and Nutrition Security NDP: 3.1.7 Social Inclusion and Empowerment NDP: 3.1.9 Women in Development NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth
3. Improved community resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture	NDP 3.1.1: Water and Sanitation NDP: 3.1.4 Food and Nutrition Security NDP: 3.2.12 Non-sugar Agriculture	Goal 1: No Poverty Goal 2: Zero Hunger Goal 9: Industry, Innovation and infrastructure Goal 13: Climate Action Goal 15: Life on Land
4. Increased Commercial Agriculture	NDP 3.1.1: Water and Sanitation NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture NDP: 3.1.4 Food and Nutrition Security	Goal 1: No Poverty Goal 8: Decent Work and Economic Growth Goal 12: Responsible Consumption and Production
5. Improved MOAW performance and service delivery	NDP: 3.1.4 Food and Nutrition Security NDP: 3.2.10 Expanding the Rural Economy NDP: 3.2.12 Non-sugar Agriculture	Goal 9: Industry, Innovation and Infrastructure Goal 16: Peace and Justice Strong Institutions



**STRATEGIC PRIORITY 1:
IMPROVED FOOD AND NUTRITION
SECURITY FOR ALL FIJIANS**



IMPROVED FOOD AND NUTRITION SECURITY FOR ALL FIJIANS

“Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life” (FAO 1996). Nutrition security, on the other hand, implies physical, economic and social access not just to a balanced diet, but also to clean drinking water, safe environment/sanitation, and health care. Education and awareness-raising are needed to generate the behaviour that will result in nutrition security. This is largely the responsibility of agencies other than the Ministry of Agriculture. MOAW's role will mainly concern promoting the availability of nutritious food.

Fiji has generally managed to avoid acute food shortages, except at times of major natural disasters. Nevertheless, the ability of individual households to access food of adequate nutritional value depends not only on food availability, but on adequate household incomes to access available food. Allocation of food within the household can also leave individuals, such as women and children, vulnerable to food insecurity.

The prevalence of undernutrition, indicated by stunting among children under five years, was 7.2 % in 2020. However, as many as 63.1% of adults are overweight or obese. Deficiencies in micronutrients, particularly among women of child-bearing age are also of concern because these affect foetus development during pregnancy. Almost 20% of these women are deficient in at least one of iron, vitamin A or zinc. Anaemia, or iron deficiency, is prevalent throughout the population.

Traditional smallholder farming systems have proved to be robust and productive in the face of climate-related shocks. Subsistence food production is by far the most important source of food, particularly for the rural population. Subsistence crops can be of very high nutritional value. However, Fiji's Food Balance Sheet (FBS) over the years has shown that the composition of diets is shifting away from traditional root crops to a cereal (especially rice and flour) base. The latest FAO FBS (2017) showed that cereals now contribute 39% of energy in the diet, while only 10% comes from roots and tubers.

Fiji imports a high percentage of its calorie (58%) and protein (60%) needs. Food import dependency, however, is not necessarily correlated with food insecurity. A key factor in the determination of food security is the ability of households to pay for imported food. Service employment and

remittances are important contributors to food security as they support households' ability to pay for food imports. Household food security that is based on the contribution of earnings from services is vulnerable to external economic shocks. This was illustrated by the Covid 19 pandemic, which substantially reduced income from tourism and remittances and made it more difficult for affected households to purchase the food they needed. Fiji's food security is also threatened by frequent cyclones, drought and floods.

The majority of Fiji's population has been made substantially worse off by global food price increases. Urban and peri-urban dwellers make up more than half the population, and sugarcane farmers and labourer households make up a further 11% of the population. Sugarcane farmers face declining incomes and grow little of their own food. The prices of local fresh and nutritious food items have increased a lot more than highly-processed food and cooking oil over the last two decades. This means that fresh local food is less accessible to poor households. Households are then inclined to supplement their diet with processed food products that are high in salt, sugar and fat. Moreover, there is a high availability of 'unhealthy', or highly processed and nutrient-poor foods around schools. As many as 80% of these outlets sell sugar-sweetened beverages and 60% sell sugar-based “lollies”. Very few outlets sell fruit and vegetables.

Over the next five years, the Ministry of Agriculture and Waterway's strategy to improve food security and nutrition will have two main components. These are to promote increased production of nutritious crops and livestock and to co-ordinate with other Government ministries and agencies to implement the Food and Nutrition Security policy.

Looking ahead, the Ministry of Agriculture and Waterways has laid out a comprehensive five-year strategy to fortify food security and nutrition. The plan involves actively promoting the availability of local, safe, and nutritious food. Simultaneously, there is a commitment to collaborate closely with other government ministries and agencies to effectively implement the Food and Nutrition Security policy. The targeted outcomes encompass not only an increase in the production and accessibility of local nutritious food but also a concerted effort to enhance multi-sector coordination for national food and nutrition security initiatives. This strategic approach underscores a recognition of the intricate

interplay of various factors influencing food and nutrition security in Fiji.

Specific targeted results include:

- (i) Increased production and access to local, safe and nutritious food
- (i) Improved multi-sector coordination of national food and nutrition security action



SP1: Improved Food and Nutrition Security for all Fijians

NDP Strategic Priority and Goal.	3.1.1 Water and Sanitation: Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household	
	3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.	
	3.1.6 Health and Medical Services: Access to quality health facilities necessary for good health, and to health care services, including reproductive health care.	
	3.2.10 Expanding the Rural Economy: Promoting equal opportunities, access to basic services and building resilient communities.	
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value adding agriculture.	
Expected Results	Key Performance Indicator	5 Year Target
Outcome 1.1: Increased production and access to local, safe and nutritious food	Average household production of selected (nutritious) crop commodities	Banana: 27,290.08 mt Kumala: 13,747.33 mt Vegetable: 66,366.44 mt Eggplant: 17,737.6 mt Pumpkin: 4527.19 mt
	Average household production of selected (nutritious) livestock commodities	Sheep-237.6 mt Goat- 238.3 mt Pig- 1,607.3 mt Poultry (Eggs)- 8,664.7 mt, Poultry (Broiler) - 51,092.1 mt, Poultry (Duck) - 134.6 mt
	Percentage of Farming Households with ≥ 42 Food Consumption Score	50%
	Percentage of Farming Households Consuming Protein Rich Food (Flesh meat, Organ meat, and Fish)	50%
	Percentage of Farming Households Consuming Vitamin A Rich Food (Dairy, Eggs, Orange Veg, Green veg and Orange fruits)	50%
	Percentage of Farming Households Consuming Hem Iron Rich Food (Pulses, Dairy, Flesh meat, Organ meat, Fish and Eggs)	50%
Output 1.1.1: Crop and livestock packages provided to smallholder farmers.	Number of crop and livestock packages provided to smallholder farmers	14,000
Output 1.1.2: Improved crop varieties and livestock breeds developed and distributed	Number of improved crop varieties developed and distributed	10
	Number of semen straws processed for on farm artificial insemination	600
	Number of improved livestock breeds distributed	3,600

Strategic Priority 1: Improved food and nutrition security for all Fijians

Expected Results	Key Performance Indicator	5 Year Target
Output: 1.1.2: Training and technical advisory services provided to smallholder farmers	Number of smallholder farmers provided with training and technical advisory services	12,550
Output 1.1.3: Increased awareness on local, safe and nutritious food	Number of awareness programmes on local, safe, and nutritious food organized	200
Output 1.1.4: Resilient backyard models piloted in peri - urban communities	Number of resilient backyard models piloted in peri - urban communities	20
Output: 1.1.4: Primary and Secondary School farm programmes supported under the school garden programme	Number of primary and secondary schools provided with packages under the school garden programme	70
	Number of boarding schools trained with good agriculture practices on farm model	5
Outcome: 1.2: Improved multi-sector coordination of national food and nutrition security action	Number of key national FNS initiatives implemented	5
Output 1.2.1: Food and Nutrition Security Policy endorsed	Food and Nutrition Security Policy endorsed	Jul-24
Output: 1.2.2: MOAW focussed Food and nutrition security policy initiatives implemented	Number of MOAW focused food and nutrition security initiatives implemented	10





**STRATEGIC PRIORITY 2:
IMPROVED LIVELIHOOD OF FARMING HOUSEHOLDS**

Improved Livelihood of Farming Households

“Alleviating poverty through sustainable agriculture income” Hon. Vatimi Rayalu, 2023

The 2020 Agriculture Census recorded a total of 70,991 agricultural households in Fiji. These households comprised a total population of 300,861 of which 247,250 household members were aged 10 years and above. There were 83,395 agricultural household members who identified their main economic activity as farming crops and raising livestock. Of these 85.6% (71,424) were males and 14.4% (11,971) were females.

Out of a total 83,395 farmers in Fiji, approximately 50,000 (60%) are involved in subsistence farming. Traditional agriculture has the advantages of being resistant to climate-related shocks and provides a safety net against loss of income from other sources. On the other hand, the Household Income and Expenditure Survey (HIES) report 2019/20 indicated that 40% of family members living in subsistence farming households were considered poor. Those engaged as agricultural wage/salary earners and employers had much lower poverty rates of 23% and 17%, respectively. At the national level, income from employment constitutes 74% of total household income, followed by capital income (14%) and income transfers (13%). Income from agricultural activities represents just 10%, despite farming supporting around one-third of the population.

Demographically, young people are under-represented in

agriculture. The 2020 Agriculture Census identified that, of the 83,395 farmers in Fiji, 27,810 were considered youth (defined as under the age of 35 years). This represents 33% of all farmers. While young people are heavily involved in agriculture, many do so as unpaid family labour. Female youths represent only 4.4% of those who consider farming to be their main occupation. This relative ‘invisibility’ of young women in agriculture is the result of females working as unpaid family labour in male-headed households.

While all farmers face a wide range of challenges, young farmers have to overcome additional difficulties. They are often overlooked for training, have limited access to land, lack knowledge of markets, are unable to afford equipment and lack access to credit. These constraints limit youth entry and retention in the sector. Young women face even more severe obstacles than young men and may require targeted programmes to close the gender and age gap. There is a need to harness the dynamism, energy and innovative potential of young farmers if the agriculture sector in Fiji is to modernize. The Ministry in its pursuit to address gender gap within the agriculture sector have endorsed 2 agriculture policies, namely Gender in Agriculture and Youth in Agriculture.

Specific actions planned by the Ministry to address these issues include:

- (i) Increased agriculture income of small-holder farmers
- (ii) Increased participation of women and youth in semi commercial agriculture



Table 3: Strategic Priority 2

Strategic Priority 2: Improved Livelihood of Farming Household		
NDP Strategic Priority and Goal.	3.1.1 Water and Sanitation: Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household	
	3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.	
	3.1.7 Social Inclusion and Empowerment: A socially inclusive Fiji and empowered Fijians.	
	3.1.9 Women in Development: Empowering women to reach their full development potential.	
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value adding agriculture.	
Expected Results	Key Performance Indicator	5 Year Target
Outcome 2.1: Increased agriculture income of small-holder farmers	Average agriculture income of small holder farmers	4126.47
Output 2.1.1: Farming clusters formed and strengthened.	Number of new clusters formed	1105
	Number of farming clusters provided with planting materials, farm equipment and trainings	374
Output 2.1.2: Market support provided to farming clusters.	Number of farming clusters provided with market support	50
Output 2.1.3: Farming community infrastructure programme implemented.	Length (km) of farm access roads constructed/ upgraded	200
	Number of farming irrigation schemes maintained	6
Output 2.1.4 Awareness creation activities on semi-commercial agriculture implemented	Number of awareness creation programmes on semi-commercial agriculture organized	204
Output 2.1.5 Training and technical support in Agribusiness provided to farming clusters	Number of subsistence farmers provided technical support in business, finance and marketing	2,218
Outcome 2.2: Increased participation of women and youth in semi commercial agriculture	Percentage of women and youth subsistence farmers who have graduated into semi commercial agriculture	5%
Output 2.2.1 Women and Youth Farming clusters formed	Number of new women and youth clusters formed	375
Output 2.2.2 Market linkage support provided to Women and Youth farming clusters	Number of women and youth farming clusters provided with market linkage support	25
Output 2.2.3 Provincial level women and youth farmers fora established	Number of women and youth farmers fora established at provincial levels	38
Output 2.2.4 Women and youth in Agriculture programmes implemented	Number of Women and Youth programmes implemented	420

Expected Results	Key Performance Indicator	5 Year Target
Output 2.2.4 Women and youth farming clusters provided with planting materials, farm equipment and trainings	Number of women and youth farming clusters provided with planting materials, farm equipment and trainings	510
Output 2.2.5 Awareness raising to support transition of women and youth farming clusters to semi-commercial agriculture strengthened	Number of awareness programmes for women and youth clusters on semi-commercial agriculture organized	104





**STRATEGIC PRIORITY 3:
IMPROVED COMMUNITY RESILIENCE AND
ADOPTION OF SUSTAINABLE RESOURCE MANAGEMENT AND
CLIMATE-SMART AGRICULTURE**

IMPROVED COMMUNITY RESILIENCE AND ADOPTION OF SRM AND CSA

“Supporting agricultural development that is smart for the environment, smart for the climate and smart for the economy”

Over the past 30-50 years a substantial area of sloping land has been brought into agricultural production. This has resulted in significant land degradation and soil erosion. Steep land topography and heavy rainfall are major causes of high rates of soil erosion. Further, a great deal of agricultural prime land is situated in coastal areas, which are affected by sea level rise, tidal surges, and salinity intrusion. These circumstances have substantial implications for long-term crop production and food and nutrition security (National Adaptation Plan, 2018).

In general, in Fiji there is a lack of application of good land husbandry practices and a failure to tackle degradation of land and water resources. The taking over of most road side's arable land from agriculture for the development of peri-urban and urban zone eg. Nausori to Suva and Nadi to Lautoka has moved farmers upland for their livelihood. Farmers are often unaware of basic soil management techniques. The recent expansion of the cultivation of kava, in particular, has been associated with clearance of forest cover and a failure to adopt sustainable agricultural practices. The use of better farm management methods involving crop rotation, proper use of fertilizer, organic inputs and improved varieties, among other things, will help to maintain soil fertility. Planting on slopes should be reserved for tree crops. Improved watershed management, better use of water on farms, maintaining biodiversity and reducing deforestation will all be critical to sustaining agricultural productivity over time.

Fiji experiences a tropical marine climate, strongly affected by the South Pacific Convergence Zone and is greatly influenced by the El Niño Southern Oscillation. As a result, it is highly vulnerable to climate-induced shocks. It is among the top 15 countries world-wide that are most exposed to

weather-related catastrophes. The main climate hazards are tropical cyclones, storm surges, drought and flooding. Current climate trends provide strong evidence of increasing average temperatures, increasing ocean acidification, and increased intensity of hydro-meteorological events. Fiji can expect an increase in rainfall extremes and the intensity of tropical cyclones over time. Droughts are likely to affect areas in the west of Viti Levu in particular.

Damage caused by cyclones typically includes the destruction of crops and farming structures and equipment, and death livestock. Changes in rainfall patterns and temperatures may lower productivity, by disrupting the planting, growth, and harvest patterns of crops, as well as increase soil erosion and intensify the incidence of pests and diseases.

The Government is working with international partners to address the challenges posed by climate change. The Koronivia Joint Work on Agriculture (KJWA) was established by the United Nations Framework Convention on Climate Change (UNFCCC) at the 23rd Conference of the Parties (COP) in Fiji in 2017. KJWA recognizes the unique potential of agriculture in tackling climate change. Member countries agreed to work together on agricultural development to facilitate both increased food security in the face of climate change and a reduction in emissions. The joint work addresses six topics: soils, nutrient use, water, livestock, methods for assessing adaptation, and the socio-economic and food security dimensions of climate change in the agriculture sector.

The MOAW has dedicated Strategic Priority 3 to sustainable resource management and climate smart agriculture. Specific targeted outcome include:

- (i) Increased knowledge and skills of Farmers in Sustainable Resource Management and Climate-Smart Agriculture Practices
- (ii) Improved Land and Water Resources Management in farming communities
- (iii) Improved Disaster Risk Management (DRM) and Recovery

Table 4: Strategic Priority 3

Strategic priority 3: Improved Community resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture		
NDP Strategic Priority and Goal	3.1.1 Water and Sanitation: Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household	
	3.1.4 Food and Nutrition Security : Every Fijian has access to adequate food of acceptable quality and nutritional value.	
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.	
Expected Results	Key Performance Indicator	5 Year Target
Outcome 3.1 Increased knowledge and skills of Farmers in Sustainable Resource Management and Climate-Smart Agriculture Practices	Number of farmers who have adopted SRM and CSA practices	5,000
Output 3.1.1 Awareness campaign on Sustainable Resource Management and Climate Smart Agriculture implemented	Number of SRM and CSA awareness campaigns organised	40
Output 3.1.2 Development of a National Climate Change Disaster Risk Management Policy supported	Number of Climate change DRM policy development meetings attended	20
Output 3.1.3 Climate smart agriculture policy and Action Plan developed	Gender Responsive CSA policy and Action Plan developed	Jul-25
Output 3.1.4: Research projects on farming system implemented	Number of Research projects on farming systems implemented	300
Output 3.1.5 Organic farming promoted	Number of organic based research projects conducted	25
Output 3.1.6 New technologies disseminated to farmers	Number of new technologies trialled	10
Output 3.1.7 Improved livestock management practices developed and disseminated to farmers	Number of improved livestock management practices developed and disseminated to farmers	35
Output 3.1.8 Improved livestock feed resources developed and disseminated to farmers	Number of improved livestock feed resources developed disseminated to farmers	30
Output 3.1.9 Value-added products developed and disseminated to farmers	Number of new value-added products developed	15
Output 3.1.10 Improved technologies for pests management and diseases control developed and disseminated to farmers	Number of farmers assisted through pest management and disease control	2500
Output 3.1.11 Agricultural analytical and diagnostic services provided	Number of analytical tests undertaken	120,000
Output 3.1.12 Plant Genetic Resources and Indigenous Breed conserved	Number of plant genetic resources conserved	680
	Number of local breeds conserved	10

Expected Results	Key Performance Indicator	5 Year Target
Outcome 3.2: Improved Land and Water Resources Management in farming communities	Number of communities adopting good land use practices	80
	Number of communities with enhanced resilience to floods	550
Output 3.2.1 Good Agricultural Practices (GAP), Land care Standards and Guidelines documented	Key Land Management documents (GAP, Land care standard and guidelines) developed	Jul-25
Output 3.2.2 Farmers trained on implementation of Good Agricultural Practices (GAP)	Number of Farmers trained on implementation of Good Agricultural Practices (GAP)	2,500
Output 3.2.3 Farm Waste Management Initiatives implemented	Number of Farm Waste Management Initiatives implemented	100
Output 3.2.4 Degraded agriculture land identified and restored	Area (Ha) of degraded agriculture land identified and restored	10
	Number of farms provided with proper drainage	5000
Output 3.2.6 Effective Land Use Planning in Fiji	Number of Tikina-based land use plans developed for Agriculture expansion	10
Output 3.2.7 Management of Fiji's LUC & Soil database	Number Tikina LUC and Tikina soil database updated	40
Output 3.2.8 Agriculture Land Use Cover maps develop	Number of Land Use Cover Maps developed	20
Output 3.2.9 On-farm soil organic matter content experimentation	Number of on farm trials conducted on improving Soil Organic Matter content	5
Output 3.2.10 National Waterways programme developed	National Waterways Policy developed	Jul-25
Output 3.2.11 Water catchment areas rehabilitated	Acreage of water catchment area rehabilitated	5
Output 3.2.12 Farming irrigation schemes maintained	Number of farming irrigation schemes maintained	2
Output 3.2.13 Flood control project implemented	Number of flood control projects implemented	10
Output 3.2.14 Riverbank and coastal protection projects implemented	Number of riverbank and coastal projects implemented	15
Output 3.2.15 Drainage network for rural communities developed	Number of rural communities provided with drainage	500
Outcome 3.3 Improved Disaster Risk Management (DRM) and Recovery	Percentage of vulnerable farming household supported post disaster	90%
Output 3.3.1 Disaster mitigation and management plans for agriculture developed and implemented	Disaster mitigation and management plans for agriculture developed and implemented	End of March
Output 3.3.2 Farmers educated on Livestock and Crop Emergency Standards	Crop Emergency Standard for selected commodities developed	Jul-25
	Number of disaster preparedness awareness programmes organized	COP
Output 3.3.3 Agriculture drought policy developed.	Agriculture drought policy developed	Jul-24



**STRATEGIC PRIORITY 4:
INCREASED COMMERCIAL AGRICULTURE**

INCREASED COMMERCIAL AGRICULTURE

“I stand to outline a vision that goes beyond traditional market practices and embraces a future of value added agriculture. Our nation has long been blessed with fertile lands and a rich agricultural heritage, and it is time to adopt innovations that not only enhance productivity but also create new opportunities for our farmers that contribute to greater economic growth.” Hon. Vatimi Rayalu.

In 2021, non-sugar agriculture contributed FJD689.3 million to total GDP and grew as a share of the national economy from 5.5% in 2010 to 8.2% in 2021. In 2022, fresh, chilled and value-added produce exports were valued at FJD318.5 million, or 23% of total exports.

The value of agricultural exports is rising steadily over time. Exports of fresh and chilled produce rose in volume from 10,820 tonnes in 2018 to 17,415 tonnes in 2022, a rise of 61%, and in value from FJD76.5m to FJD127.3m, a rise of 66%. However, Fiji consistently runs an agriculture trade deficit. In 2022, the value of imports of fresh and chilled agricultural products alone was FJD508m.

Total crop and livestock imports were valued at FJD1,103m, which generated an agricultural trade deficit of FJD784.5 million with imports growing at an average growth rate of 6% per annum over the period 2018-2022.

The main demand for imported agricultural products comes from the tourism sector, which mainly consumes fresh fruit and vegetables, and manufacturing, which uses imports to produce value-added products. Crops make up an average of 90% of the total volume, and 72% of the total value, of agricultural imports. Approximately 45% of livestock imports are fresh or chilled meat. The major value-added livestock imports are dairy products (milk, butter, cream and cheese).

There are an estimated 33,000 commercial, and semi-commercial farmers in Fiji. The number of exporters of fresh, chilled and value-added crop and livestock

commodities grew from 52 in 2016 to 201 in 2021. Fiji has favourable trade and quarantine arrangements for exports of agricultural produce to Australia, New Zealand, US, Europe, Canada, China and neighbouring Pacific Island countries, especially for root crops, like kava and taro, and for ginger, turmeric and spices. However, export markets are becoming increasingly competitive, especially for fresh produce.

A study, 'From the Farm to the Tourist's Table' (IFC; 2018) noted that “Fiji has the potential to cut FJD24.1 million of its import bill by focusing its resources on growing or producing specific, high potential, fresh produce items locally”. However, the report also identified key issues that prevent the tourism industry from purchasing more locally grown produce.

These include: (a) inconsistent supply (particularly fruits, vegetables, and dairy products); (b) seasonality of produce available locally (particularly fruits and vegetables); (c) poor quality of products (particularly meat, and dairy products); (d) lack of food safety standards (meat), and (e) lack of networking between hotels, local producers and suppliers.

These obstacles need to be addressed if Fiji is to take advantage of the potential market offered by the tourism sector for agricultural produce. Production and sales are forecast to increase as the economy in general, and tourism in particular, recover from the effects of the Covid 19 pandemic.

Although beef production grew rapidly in 2020 and 2021, this was largely a reflection of cattle being slaughtered due to the infection of Tuberculosis (TB) and Brucellosis (BR). Dairy milk production declined at an average rate of 2.7% per year over the five years to 2021. The Ministry of Agriculture is working with various technical partners to address TB, strengthen farm husbandry, improve stock through artificial insemination and embryo transfers and build the capacity of extension services.

In general, many farmers lack commercial farm management skills. This is addressed in this SDP for a broad-based development of commercial farming in Fiji. But there are several constraints facing commercial agriculture that are not the direct responsibility of the Ministry of Agriculture and Waterways. These include a shortage of land for commercial farming; lack of access to finance for

commercial farmers; poor transport infrastructure in some regions and a population scattered over many islands.

Many laws and regulations that affect agriculture have become out-of-date and need revising in order to provide a positive environment for private investment in agriculture.

The Ministry has dedicated Strategic Priority 4 to supporting commercial agriculture. Results planned include:

- (i) Increased domestic agricultural Production.
- (ii) Increased access to land and financing for commercial agriculture.
- (iii) Increased supply of domestic produce to tourism and export market.
- (iv) Strengthened Farm management and business skills.



Table 5: Strategic Priority 4

STRATEGIC PRIORITY 4: INCREASE COMMERCIAL AGRICULTURE		
NDP Strategic Priority and Goal.	3.1.1 Water and Sanitation: Clean and safe water in adequate quantities and proper and adequate sanitation for every Fijian household	
	3.2.10 Expanding the rural economy: Promoting equal opportunities, access to basic services and building resilient communities.	
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.	
EXPECTED RESULTS	Key Performance Indicator	5 Year Target
Outcome 4.1: Increased domestic agricultural Production	Total volume of crop production	501,258 mt
	Total volume value of selected crop production	Yaqona: 20,703.78 mt Rice: 20,922.09 mt Coconut: 20,619.28 mt Dalo: 100,892.62 mt Cassava: 131,611.26 mt
	Total volume of livestock production	82,327.16 mt
	Total volume	Dairy - 15,731.1 mt, Beef - 4,193.3 mt Honey - 428.1 mt
Output 4.1.1 Mechanization and technology support provided to farmers	Number of farmers provided with mechanization and technology support	162
Output 4.1.2 Commodity plans developed and updated for major commodities	Number of commodity plans developed and updated	10
Output 4.1.3 Farm agro-input support provided to farmers	Number of farmers provided with farm agro-input support	2225
Output 4.1.4 Quality seeds and planting materials produced, tested and made available to farmers	Quantity of quality seeds, produced, tested and made available to farmers	465 mt
	Number of planting materials produced, tested and made available to farmers	2,000,000
Output 4.1.5: Orchard programme implemented	Number of orchards established	100
Output 4.1.6: Commercial Agriculture packages provided to farmers	Number of Commercial Agriculture packages provided to farmers	2860
Outcome 4.2 Increased access to land and financing for commercial agriculture	Proportion of arable land available for agricultural purposes	33%
Output 4.2.1 Rural Land Use policy reviewed	Updated Rural Land Use policy	Jul-24
Output 4.2.2 Agriculture land lease policy developed	Agriculture land lease policy developed	Jul-25
Output 4.2.3 Potential available arable land documented	Area (Ha) of potential available arable land identified	50
	Commodity Zoning Policy developed	Jul-24
STRATEGIC PRIORITY 4: INCREASE COMMERCIAL AGRICULTURE		

EXPECTED RESULTS	Key Performance Indicator	5 Year Target
Output 4.2.4 Farm plans developed for targeted farmers	Number of Farm plans developed for targeted farmers	500
Output 4.2.5 Agriculture financing initiatives improved	Number of farmers supported through Agriculture financing initiatives	50
Outcome 4.3 Increased supply of domestic produce to tourism and export market	Volume (metric tonnes) of domestic agriculture produce supplied to tourism market	6,000
	Volume (metric tonnes) of domestic agriculture produce supplied to export market	90,300
Output 4.3.1 Formalization of clusters into Cooperatives	Number of Cooperatives formed and registered	50
Output 4.3.2 Farmers supported through agritourism and agribusiness initiatives	Number of clusters supported through the Agritourism initiatives and agribusiness	50
	Number of MOAW-Tourism-Exporters-Processors forum activities supported	15
Output 4.3.3 New export market opportunities explored	Number of new export market opportunities identified	5
Outcome 4.4 Farm management and business skills strengthened	% of semi-commercial farmers adopting good farm management and business practices	25%
Output 4.4.1 Semi-commercial farmers trained on good Farm Management practices	Number of semi-commercial farmers trained on good Farm management practices	500
Output 4.4.2 Farm Management Training at existing agriculture vocational institutions supported	Number of students in agriculture vocational institutions supported	190





**STRATEGIC PRIORITY 5:
IMPROVED MOAW PERFORMANCE
AND SERVICE DELIVERY**

"Increase diversified and inclusive agriculture sector contribution to Fiji's economy"

IMPROVED MOAW PERFORMANCE AND SERVICE DELIVERY

“Committing to deliver the best public services to all Fijians”

The Ministry of Agriculture and Waterways is responsible for non-sugar crops and livestock commodities within Fiji. Its mandate is to support the achievement of food and nutrition security, and help to generate income and employment by building a resilient, competitive, innovative and inclusive agriculture sector. The Ministry is composed of seven divisions and also has under its umbrella a number of statutory institutions and state-owned enterprises. The portfolio of the Division of Waterways has recently been transferred from the Ministry of Waterways and Environment.

The divisions are: Economic Planning & Statistics, Finance, Crop Extension, Land Resources Planning and Development, Animal Health and Production, Agriculture Crop Research and Services, Waterways, and Human Resources Development and Services. The Ministry operates 79 stations across Fiji's four divisions (Central, Western, Northern and Western) to serve the farming population. The ratio of MOAW's extension officers to farmers currently falls between 1:700 and 1:1000. More than 85% of staff are deployed in the three crop-, and livestock-, oriented technical divisions. Men outnumber women by a ratio of two to one.

The Ministry has started a process of reforms to improve its effectiveness. The planned restructuring will comprise several interrelated components that include reviewing structure, systems and human resource development needs.

The Ministry of Agriculture and Waterways has dedicated Strategic Priority 5 to improving MOAW performance

and service delivery. The expected outcomes of this strategic priority include improved formulation and implementation of agriculture sector policies and programs. The ministry aims to develop well-informed and comprehensive policies that address the challenges faced by the agriculture sector. Additionally, there is a focus on utilizing information, communication, and technology (ICT) to enhance processes. This will lead to better coordination, decision-making, and overall efficiency in service delivery.

Specific action to be undertaken by the Ministry includes:

- 1) Creating a more effective and efficient MOAW structure with supportive systems by: revising the structure of the Ministry; implementing staff training and upskilling programmes; strengthening staff performance assessment; and developing and operationalizing SOPs and training manuals.
- 2) Supporting MOAW officers by: refurbishing MOAW stations and staff quarters; initiating service excellence awards; and providing Occupational Health and Safety (OHS)-compliant personal protective equipment (PPE) for staff.
- 3) Improving the formulation and implementation of policies by: updating and disseminating agriculture sector legislation and policies; collaborating with internal and external stakeholders.
- 4) Providing better information and communication services by conducting agriculture surveys; disseminating information to promote adoption of research findings and innovations; implementing research-led partnerships; strengthening the MOAW ICT system; and developing an automated record-keeping system.



STRATEGIC PRIORITY 5: IMPROVED MOAW PERFORMANCE AND SERVICE DELIVERY		
NDP Strategic Priority and Goal	3.1.4 Food and Nutrition Security: Every Fijian has access to adequate food of acceptable quality and nutritional value.	
	3.2.10 Expanding the rural economy: Promoting equal opportunities, access to basic services and building resilient communities.	
	3.2.12 Non-sugar Agriculture: Competitive, sustainable and value-adding agriculture.	
Expected Results	Key Performance Indicator	5 Year Target
Outcome 5.1 A more effective and efficient MOAW structure with supportive systems	Percentage of vacant staff positions filled	95%
	Realigned MOAW structure approved	Jul-24
	Percentage utilization	99%
Output 5.1.1 Staff training and up skilling programmes implemented	Number of staff trained	650
	Number of training and up skilling programmes organised for staff	150
Output 5.1.2 Staff performance assessment strengthened	Percentage of staff assessments completed on time	100%
Output 5.1.3 SOPs and training manuals developed and operationalized	Number of SOPs and training manuals developed and operationalised	100
Outcome 5.2 MOAW officers are well supported	Staff satisfaction rate	80%
Output 5.2.1 MOAW stations and staff quarters refurbished	Number of MOAW offices and staff quarters refurbished	15
Output 5.2.2 Annual MOAW service excellence awards initiated	MOAW Excellence Award ceremony	July
Output 5.2.3 Staff provided with OHS compliance PPE	Number of staff provided with OHS compliant PPE	182
Outcome 5.3: Improved formulation and implementation of agriculture sector policies and programmes	Percentage of policies developed/ updated on time	100%
	Annual SDP Performance	95%
Output 5.3.1 Agriculture sector legislation and policies developed or updated and disseminated	Number of agriculture sector legislation developed or updated and disseminated	23
	Number of agriculture sector policies developed or updated and disseminated	25
Output 5.3.2 Collaborative engagement with internal and external stakeholders organised	Number of collaborative engagement with internal and external stakeholders organised	20
Outcome 5.4 Improved information, communication and technology (ICT)	Number of MOAW field offices with access to internet	90

Expected Results	Key Performance Indicator	5 Year Target
Output 5.4.1 Agricultural survey conducted and disseminated	Number of agricultural surveys conducted and disseminated	16
	Number of agriculture e-application platform developed	4
Output 5.4.2 Evaluations and thematic studies conducted and disseminated	Number of evaluation reports developed and disseminated	10
	M&E Information System operationalized	Jul-24
Output 5.4.3 Information to enhance adoption of research findings and innovation developed and disseminated	Number of research publications published	50
	Number of research information dissemination events organized	25
Output 5.4.4 Research-led partnership implemented	Number of collaborative research programs implemented	30
	Number of collaborative research activities conducted	10
Output 5.4.5 IT unit strengthened	New IT unit structure operationalized	Jul-24
Output 5.4.6 Staff provided with ICT equipment	Number of staff provided with ICT equipment	172
Output 5.4.7 Automated record keeping system developed	MOAW automated record keeping system	Jul-25





9.0 MONITORING AND EVALUATION

9.0 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is considered critically important for providing timely information about implementation and achievement of the objectives of the Ministry's SDP. The arrangements outlined below show how M&E information will be developed, operationalised and disseminated to support effective and coherent design and implementation of policies and programmes in line with the objectives of the SDP. They delineate the key principles, relevant M&E tools and processes and roles and responsibilities of key actors.

9.1 Guiding Principles of the M&E system

The M&E system of the Ministry is anchored on the following guiding principles:

- **Focus on results:** The M&E system is geared towards ensuring that results are consciously planned, measured, and communicated.
- **Ownership:** Stakeholders own and fully participate in design, delivery and demonstration of the impact of the Ministry's interventions.
- **Transparency and accountability:** M&E information, including challenges and lessons learned, will be disseminated and openly discussed amongst stakeholders.
- **Promote learning and continuous improvement:** M&E information is used for learning from, and improving, policies and interventions at different levels.
- **M&E capacity development:** There is a focus on continuous enhancement of M&E knowledge and skills of MOAW staff and other stakeholders.

9.2 The SDP Theory of Change

The theory of change underpinning the SDP for each strategic priority showing the pathways from outputs to outcomes is shown in Annex 1.

9.3 Key M&E Frameworks

The MOAW M&E system is anchored on instruments such as the results framework shown in the SDP, the M&E plan, and the annual COP, as well as the Business Plans of the functional divisions.

The key frameworks that will underpin the Ministry's M&E system are as follows:

- SDP Results Framework and COP M&E Plan

SDP Results Framework: This defines the theory of change behind the MoAW M&E system. The results framework provides a logical articulation of the hierarchy of objectives of the SDP from outputs to outcomes and impacts, with corresponding indicators and targets. The results framework is the

key reference document in terms of the design and operationalisation of the SDP M&E system. It will form the basis for the midterm review and end-of-SDP evaluation.

M&E Plan: The M&E plan is a comprehensive instrument that will help the Ministry to operationalise the SDP M&E system. The plan provides details such as indicator definition/description, data disaggregation, data collection and reporting arrangements and staff responsibilities for each indicator.

Every year, the M&E unit will develop an annual COP M&E plan anchored on the core indicators in the comprehensive M&E plan and the programmes and activities outlined in the COP.

- **Bi-Annual COP Monitoring**

In line with the Ministry's monitoring and reporting requirements, the M&E unit will conduct bi-annual COP monitoring. The report will provide a cumulative update of the progress of implementation of the COP and the key performance indicators.

- **Bi-Annual COP Performance Review**

The M&E unit will coordinate bi-annual COP performance review meetings. The review meetings will bring both internal and external stakeholders, where relevant, to discuss and agree on ways to enhance the implementation and impact of the COP based on evidence from the M&E report.

- **Mid-term Review (MTR):** An internal MTR will be conducted by the M&E unit during the third year of SDP implementation. The review will assess the performance of the SDP and facilitate feedback from the Ministry's clients, especially farmers, on the achievements and impacts of the policies and programmes rolled out. It will also afford the Ministry the opportunity to make relevant adjustments to fine tune the programmes and initiatives where relevant.

- **Endline Evaluation of SDP:** An endline evaluation of the SDP will be conducted six months before the end date. The evaluation will assess the relevance, coherence, efficiency, effectiveness, impact, and sustainability of SDP implementation. The findings of the endline evaluation will feed into and inform the development of the successive SDP.

9.4 Roles and Responsibilities

M&E in the Ministry of Agriculture and Waterways is a shared responsibility. In line with its mandate, the role of the M&E unit is to lead and coordinate all the M&E activities in close collaboration with the

10.0 FIVE YEAR BUDGET FORECAST

10.0 FIVE YEAR BUDGET FORECAST

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

The budget for 2024-2028 includes provision for financing Waterways activities, following the transfer of the Waterways portfolio to the Ministry. The

SDP mid-term review will include a review of these budgets.

Key elements of the Budget are:

- The PSIP (Capital) Budget, which contributes around 70% of the total budget;
- Operating Expenditure, with an allocation of 30% of the total budget;
- A 5.5 % p.a. increase in the budget is projected over the 5-year period, based on recent budget increases.

Table 8: Total Output Costs According To Strategic Priorities

STRATEGIC PRIORITY		Costs in FJS by Year					
		2023-24	2024-25	2025-26	2026-27	2027-28	Total
1	Food and Nutrition Security	10,597,230	11,180,078	11,794,982	12,443,706	13,128,110	59,144,107
2	Farmer sustainable Livelihoods	31,271,655	32,991,596	34,806,053	36,720,471	38,740,097	174,529,871
3	Climate Smart Agriculture	29,022,935	30,619,196	32,303,252	34,079,931	35,954,327	161,979,640
4	Commercial Agriculture	17,696,946	18,670,278	19,697,143	20,780,486	21,923,412	98,768,264
5	Public Sector Performance and Service Delivery	9,267,947	9,777,684	10,315,457	10,882,807	11,481,361	51,725,256
	CAPEX budget	97,856,712	103,238,831	108,916,887	114,907,400	121,227,307	546,147,138
	Add Operating Budget - OPEX	33,021,820	34,838,020	36,754,111	38,775,587	40,908,244	184,297,781
	TOTAL BUDGET	130,878,532	138,076,851	145,670,998	153,682,987	162,135,551	730,444,919



ANNEX 1: THEORY OF CHANGE



ANNEX 2: MOAW SDP ANNUAL TARGETS

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							Responsibility
Expected Results	Indicators	Target (Cumulative)					
		2024	2025	2026	2027	2028	
Outcome 1.1: Increased production and access of local, safe and nutritious food	Production of selected (nutritious) crop commodities	Banana: 24,100 mt Kumala: 12,000 mt Vegetable:59,000 mt Eggplant: 16,000 mt Pumpkin: 4,000 mt	Banana: 24,600 mt Kumala: 12,400 mt Vegetable: 62,000 mt Eggplant: 16,600 mt Pumpkin: 4100 mt	Banana: 25,100 mt Kumala: 12,900 mt Vegetable: 63,000 mt Eggplant: 17,000 mt Pumpkin: 4,200 mt	Banana: 25,600mt Kumala: 13,000 mt Vegetable: 65,000 mt Eggplant: 17,300 mt Pumpkin: 4,300 mt	Banana: 27,000 mt Kumala: 13,700 mt Vegetable: 66,000 mt Eggplant: 17,737.6 mt Pumpkin: 4,500 mt	EP&S
	Production of selected (nutritious) livestock commodities	Sheep-215mt Goat- 210mt Pig- 1450mt Poultry (Eggs)- 7849mt, Poultry (Broiler) - 46,000mt, "	Sheep-220mt Goat- 220mt Pig- 1,490mt, Poultry (Eggs)- 8,086mt, Poultry (Broiler) - 47,000mt, "	Sheep-226mt Goat- 226 mt Pig- 1,530mt Poultry (Eggs)- 8,247mt, Poultry (Broiler) - 48,630mt, "	Sheep-230mt Goat- 230mt Pig- 1,568mt Poultry (Eggs)- 8,450mt, Poultry (Broiler) - 49,840mt	Sheep-237mt Goat- 238mt Pig- 1,607mt Poultry (Eggs)- 8,660mt, Poultry (Broiler) - 51,090mt, "	EP&S
		Proportion of agriculture household producing above the annual required volume of selected (nutritious) crop commodities (ref. food basket)	40%	50%	60%	70%	80%

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Outcome 1.1: Increased production and access of local, safe and nutritious food	Food Consumption Score: Percentage of Farming Households with ≥ 42 Food Consumption Score	30%	35%	40%	45%	50%	EP&S
	Food Consumption Score- Nutrition: Percentage of Farming Households Consuming Protein Rich Food (Flesh meat, Organ meat, and Fish)	30%	35%	40%	45%	50%	EP&S
	Food Consumption Score- Nutrition: Percentage of Farming Households Consuming Vitamin A Rich Food (Dairy, Eggs, Orange Veg, Green veg and Orange fruits)	30%	35%	40%	45%	50%	EP&S

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							
Expected Results	Indicators	Target (Cumulative)				Responsibility	
		2024	2025	2026	2027	2028	
Output 1.1.1: Crop and livestock packages provided to targeted smallholder farmers.	Number of targeted small holder farmers provided with crop packages	2,000	4,000	6,000	8,000	10,000	Crop Extension
	Number of livestock packages provided to targeted small holder farmers	Sheep-20 Goat- 20 Pig-20 Poultry-500	Sheep-40 Goat- 45 Pig-40 Poultry-1000	Sheep-60 Goat-75 Pig-60 Poultry-1500	Sheep-80 Goat- 110 Pig- 80 Poultry- 2000	Sheep-100 Goat- 150 Pig-100 Poultry-2500	AH&P
Output 1.1.2 Improved Crop Varieties and livestock breeds developed and distributed	Number of improved crop varieties evaluated	60	50	40	30	10	Crop Research
	Number of improved crop varieties developed and released	1	3	6	8	10	Crop Research
	Number of semen straws processed for on-farm artificial insemination	500	525	550	575	600	AH&P
	Number of livestock breeds developed and reared as nucleus stock	20	22	24	26	28	AH&P
	Number of improved livestock breeds distributed	3,000	3,150	3,300	3,450	3,600	AH&P

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output: 1.1.3: Training and technical advisory services provided to smallholder farmers	Number of targeted small holder crop farmers provided with training and technical advisory services	1500	3000	4500	6000	7500	Crop Extension
	Number of small holder livestock farmers provided with training and technical advisory services	800	1520	2240	2960	3680	AH&P
Output 1.1.4: Increased awareness on local, safe and nutritious food	Number of awareness programmes on local, safe, and nutritious food organized	40	80	120	160	200	Crop Extension
	Number of small holder livestock farmers sensitised on local, safe, and nutritious food	120	240	360	480	600	AH&P
	Number of resilient backyard models piloted in peri - urban communities	4	8	12	16	20	LRPD

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output: 1.1.5: Primary and Secondary School farm programmes supported under the school garden programme	MOU with MEHA signed	Jul-24				Jul-24	EP&S
	Number of primary and secondary schools provided with crop packages under the school garden programme	10	20	30	40	50	Crop Extension
	Number of primary and secondary schools provided with crop packages under the school garden programme	1	2	3	4	5	LRPD
	Number of primary and secondary schools provided with livestock packages under the school garden programme	3	6	9	12	15	AH&P
	Number of boarding schools trained with good agriculture practices on farm model	1	2	3	4	5	LRPD

Strategic Priority 1: Improved Food and Nutrition Security for all Fijians							
Expected Results	Indicators	Target (Cumulative)				Responsibility	
		2024	2025	2026	2027	2028	
Outcome: 1.2: Improved multi-sector coordination of national food and nutrition security action	Number of key national food and nutrition security actions implemented	1	2	3	4	5	EP&S
Output 1.2.1: Food and Nutrition Security Policy endorsed	Food and Nutrition Security Policy endorsed	Jul-24				Jul-24	EP&S
Output: 1.2.2: Food and nutrition security policy initiatives implemented	Number of food and nutrition security initiatives implemented	2	4	6	8	10	EP&S

Strategic Priority 2: Improved Livelihood of Farming Household								
Expected Results	Indicators	Target (Cumulative)					Responsibility	
		2024	2025	2026	2027	2028		
Outcome 2.1: Increased agriculture income of small-holder farmer	Average agriculture income of small holder farmers	1,280.00	1,715.20	2,298.10	3,079.45	4,126.47	EP&S	
	Average agriculture income of small holder households	2,560.00	3,430.40	4,596.20	6,158.91	8,252.94	EP&S	
	Proportion of small holder farmers earning above \$2,179.39 per annum	30%	35%	40%	45%	50%	EP&S	
	Percentage of subsistence farmers who have graduated into semi commercial agriculture	1%	2%	3%	4%	5%	EP&S	
Output 2.1.1: Farming clusters formed and strengthened.	Number of new crop farming clusters formed	200	400	600	800	1000	Crop Extension	
	Number of new livestock farming clusters formed	21	42	63	84	105	AH&P	
Output 2.1.1: Farming clusters formed and strengthened.	Number of crop farming clusters provided with planting materials, farm equipments and trainings	50	100	150	200	250	Crop Extension	
	Number of livestock farming clusters provided with livestock packages and trainings	40	61	82	103	124	AH&P	
Output 2.1.2: Market support provided to farming clusters	Number of farming clusters provided with market support	10	20	30	40	50	EP&S	

Strategic Priority 2: Improved Livelihood of Farming Household								
Expected Results	Indicators	Target (Cumulative)						
		2024	2025	2026	2027	2028	Responsibility	
Output 2.1.3: Farming community infrastructure implemented and improved	Length (km) of farm access roads constructed/ upgraded	40	80	120	160	200	Crop Extension	
	Number of farming irrigation schemes maintained	2	4	6	6	6	Waterways	
Output 2.1.4 Awareness creation activities on semi-commercial agriculture implemented	Number of awareness programmes on semi-commercial agriculture organized	20	40	60	80	100	Crop Extension	
	Number of awareness programmes on semi-commercial agriculture organized	28	48	68	88	104	AH&P	
Output 2.1.5 Training, mentoring and advisory services in technical, business, finance and marketing provided to farming clusters	Number of subsistence crop farmers provided technical support in business, finance and marketing	20	40	60	80	100	Crop Extension	
	Number of subsistence livestock farmers provided technical support in business, finance and marketing	Sheep-4 Goat- 75 Pig-50 Poultry-50 Dairy- 300	Sheep-8 Goat-80 Pig-100 Poultry-100 Dairy-600	Sheep-12 Goat-85 Pig-150 Poultry-150 Dairy- 900	Sheep-16 Goat-90 Pig-200 Poultry-200 Dairy- 1200	Sheep-18 Goat-100 Pig-250 Poultry-250 Dairy- 1500	AH&P	

Strategic Priority 2: Improved Livelihood of Farming Household								
Expected Results	Indicators	Target (Cumulative)				Responsibility		
		2024	2025	2026	2027	2028		
Outcome 2.2: Increased participation of women and youth in semi commercial agriculture	Percentage of Women subsistence farmers who have graduated into semi commercial agriculture	1%	2%	3%	4%	5%	EP&S	
	Percentage of Youth subsistence farmers who have graduated into semi commercial agriculture	1%	2%	3%	4%	5%	EP&S	
	Percentage of Women farmers who are able to sell freely in public markets	70%	72%	74%	76%	80%	EP&S	
	Percentage of Youth farmers who are able to sell freely in public markets	5%	7%	9%	11%	15%	EP&S	
Output 2.2.1 Women and Youth Farming clusters formed.	Number of new Women crop farming clusters formed	20	40	60	80	100	Crop Extension	
	Number of new Youth crop farming clusters formed	20	40	60	80	100	Crop Extension	
	Number of new Women and Youth livestock farming clusters formed	15	30	45	60	75	AH&P	
Output 2.2.2 Market linkage support provided to Women and Youth farming clusters	Number of Women and Youth farming clusters provided with market linkage support	5	10	15	20	25	EP&S	

Strategic Priority 2: Improved Livelihood of Farming Household									
Expected Results	Indicators	Target (Cumulative)					2028		
		2024	2025	2026	2027	2028	Responsibility		
Output 2.2.3 Youth and women farmers fora at provincial levels established	Number of Youth crop farmers fora established at provincial levels	4	8	12	14	14	Crop Extension		
	Number of women crop farmers fora established at provincial levels	4	8	12	14	14	Crop Extension		
	Number of Youth and women livestock farmers fora established at provincial levels	2	4	6	8	10	AH&P		
Output 2.2.4 Women and Youth in Agriculture programmes implemented	Number of Women in crop programmes implemented	40	80	120	160	200	Crop Extension		
	Number of Youth in crop programmes implemented	40	80	120	160	200	Crop Extension		
	Number of Women & Youth in livestock programmes implemented	4	8	12	16	20	AH&P		
Output 2.2.4 Women and Youth in Agriculture programmes implemented	Number of Women crop farming clusters provided with planting materials, farm equipments and trainings	40	80	120	160	200	Crop Extension		
	Number of Youth crop farming clusters provided with planting materials, farm equipments and trainings	40	80	120	160	200	Crop Extension		
	Number of Women and Youth livestock farming clusters provided with planting materials, farm equipment and trainings	41	59	76	93	110	AH&P		

Strategic Priority 2: Improved Livelihood of Farming Household								
Expected Results	Indicators	Target (Cumulative)				Responsibility		
		2024	2025	2026	2027	2028		
Output 2.2.5 Awareness raising to support transition of women and youth farming clusters to semi-commercial agriculture strengthened	Number of awareness programmes for women clusters on semi-commercial agriculture organized	10	20	30	40	50	Crop Extension	
	Number of awareness programmes for youth clusters on semi-commercial agriculture organized	10	20	30	40	50	Crop Extension	
	Number of awareness programmes for women and youth clusters on semi-commercial agriculture organized	2	4	6	8	10	AH&P	

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Outcome 3.1 Increased knowledge and skills of Farmers on Sustainable Resource Management and Climate-Smart Agriculture Practices	Number of farmers who have adopted SRM and CSA practices	1000	2000	3000	4000	5000	LRPD
	Number of farms adopting good farm management practices (Livestock)	80	160	240	320	400	AH&P
Output 3.1.1 Awareness campaign on Sustainable Resource Management and Climate Smart Agriculture implemented	Number of SRM and CSA awareness campaigns organised	8	16	24	32	40	LRPD
Output 3.1.2 Climate smart agriculture policy and Action Plan developed	Number of Climate change DRM policy development meetings attended	4	8	12	16	20	EP&S
Output 3.1.3: Improved farming system researched	Gender Responsive CSA policy and Action Plan		Jul-25			Jul-25	EP&S
	Number of Research projects on farming systems undertaken	60	120	180	240	300	Crop Research
Output 3.1.4: Organic farming systems developed and promoted	Number of farmers provided with organic farming support	5,000	10,000	15,000	20,000	25,000	Crop Extension
	Number of organic based research projects conducted	5	10	15	20	25	Crop Research

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output 3.1.5: New technologies and farm mechanization introduced and disseminated to farmers	Number of new technologies trialed	2	4	6	8	10	Crop Research
	Number of livestock good farm management practices developed and disseminated to farmers (Husbandry and Management)	7	14	21	28	35	AH&P
Output 3.1.6: Improved livestock feed resources developed and disseminated to farmers	Number of improved livestock feed resources disseminated to farmers	6	12	18	24	30	AH&P
Output 3.1.7 Value-added products developed and disseminated to farmers	Number of new value-added products developed	3	6	9	12	15	Crop Research
Output 3.1.8: Improved technologies for better management of pests and diseases developed and disseminated to farmers	Number of technologies for pest management and disease control disseminated	15	30	45	60	75	Crop Research
	Number of farmers assisted through pest management and disease control	500	1,000	1,500	2,000	2,500	Crop Research

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture								
Expected Results	Indicators	Target (Cumulative)					Responsibility	
		2024	2025	2026	2027	2028		
Output 3.1.9 Agricultural analytical and diagnostic services provided	Number of farms surveyed for pests and diseases	50	100	150	200	250	Crop Research	
	Number of farms surveyed for pests and diseases	58	64	70	76	79	AH&P	
	Number of analytical tests undertaken	24,000	48,000	72,000	96,000	120,000	Crop Research	
	Percentage of analytical and diagnostic services requests addressed	90%	90%	90%	95%	95%	AH&P	
Output 3.1.10 Plant Genetic Resources and Indigenous Breed conserved	Number of plant genetic resources conserved	640	650	660	670	680	Crop Research	
	Number of Crops genetic purity maintained	6	6	6	6	6	Crop Research	
	Number of local breeds conserved	2	4	6	8	10	AH&P	
Outcome 3.2 Improved Land and Water Management in farming communities	Number of communities adopting good land use practices	16	32	48	64	80	LRPD	
	Number of communities with enhanced resilience to floods	470	490	510	530	550	Waterways	
Output 3.2.1 Good Agricultural Practices (GAP), Landcare standards and guidelines documented	Land Management documents (GAP, Landcare standard and guidelines) developed		Jul-25			Jul-25	LRPD	

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture									
Expected Results	Indicators	Target (Cumulative)					Responsibility		
		2024	2025	2026	2027	2028			
Output 3.2.2 Farmers trained on implementation of Good Agricultural Practices (GAP)	Number of Farmers trained on implementation of Good Agricultural Practices (GAP)	500	1000	1500	2000	2,500	LRPD		
Output 3.2.3 Farm Waste Management Initiatives implemented	Number of Farm Waste Management Initiatives implemented	20	40	60	80	100	AH&P		
Output 3.2.4 Degraded agriculture land identified and restored	Area (Ha) of degraded agriculture land identified and restored	2	4	6	8	10	LRPD		
Output 3.2.5 Effective Land Use Planning in Fiji	Number of farms provided with proper drainage	1000	2000	3000	4000	5000	Waterways		
	Number of Tikina-based land use plans developed for Agriculture expansion	2	4	6	8	10	LRPD		
	Number Tikina LUC updated	4	8	12	16	20	LRPD		
	Number Tikina Soil Data updated	4	8	12	16	20	LRPD		
	Number of Land Use Cover Maps developed	4	8	12	16	20	LRPD		

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture									
Expected Results	Indicators	Target (Cumulative)					Responsibility		
		2024	2025	2026	2027	2028			
Output 3.2.6 On-farm soil organic matter content experimentation	Soil fertility status	1	2	3	4	5	LRPD		
	Number of field experimentation conducted on soil loss	1	2	3	4	5	LRPD		
	Number of on farm trials conducted on improving Soil Organic Matter content	1	2	3	4	5	LRPD		
Output 3.2.7 National Waterways programme developed	National Waterways Policy developed		Jul-25			Jul-25	Waterways		
Output 3.2.8 Water catchment areas rehabilitated	Acreage of water catchment area rehabilitated	1	2	3	4	5	Waterways		
Output 3.2.9 Farming irrigation schemes maintained	Number of farming irrigation schemes maintained	2	2	2	2	2	Waterways		
Output 3.2.10 Flood control project implemented	Number of flood control projects implemented	2	4	6	8	10	Waterways		
Output 3.2.11: Riverbank and coastal protection projects implemented	Number of river bank and coastal projects implemented	3	6	9	12	15	Waterways		

Strategic priority 3: Improve Community Resilience and Adoption of Sustainable Resource Management and Climate Smart Agriculture							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output 3.2.12: Drainage network for rural communities developed	Number of rural community provided with drainage	100	200	300	400	500	Waterways
Outcome 3.3 Improved Disaster Risk Management (DRM) and Recovery	Percentage of vulnerable farming household affected by disaster supported	90%	90%	90%	90%	90%	EP&S
Output 3.3.1 Disaster mitigation and management plans for agriculture developed and implemented	Disaster mitigation and management plans for agriculture developed and implemented	Mar-24	Mar-25	Mar-26	Mar-27	Mar-28	EP&S
Output 3.3.2 Advice farmers on Livestock and Crop Emergency Standards	Develop Crop Emergency Standard for selected commodities		Jul-25			Jul-25	Crop Extension
Output 3.3.2 Advice farmers on Livestock and Crop Emergency Standards	Number of Crop Disaster Preparedness awareness programmes organized	10	20	30	40	50	Crop Extension
	Number of livestock Emergency preparedness activities organized	7	14	21	28	35	AH&P
Output 3.3.3 Agriculture drought policy developed.	Agriculture drought policy developed	Jul-24				Jul-24	EP&S

Strategic Priority 4: Increased Commercial Agriculture							
Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Outcome 4.1: Increased domestic agricultural production	Total volume of crop production	393,641 mt	413,323 mt	433,990 mt	455,689 mt	501,258 mt	EP&S
	Total volume of livestock production	74,584mt	76,448mt	78,360mt	80,319mt	82,327mt	EP&S
	Total volume value of selected crop production	Yaqona: 14,141 Rice: 14,290 Coconut: 19,049 Dalo: 71,474 Cassava: 100,405	Yaqona: 15,555 Rice: 15,719 Coconut: 19,430 Dalo: 77,907 Cassava: 107,434	Yaqona: 17,110 Rice: 17,291 Coconut: 19,818 Dalo: 84,919 Cassava: 114,954	Yaqona: 18,821 Rice: 19,020 Coconut: 20,214 Dalo: 92,562.04 Cassava: 123,001	Yaqona: 20,703 Rice: 20,922 Coconut: 20,619 Dalo: 100,892 Cassava: 131,611	EP&S
	Total volume of livestock production	74,584.3mt	76,448.95mt	78,360.2mt	80,319.2mt	82,327.16mt	EP&S
	Total volume/Gross value of selected livestock production	Dairy- 14,251.6.mt Beef- 3,799mt Honey- 387.8mt	Dairy- 14,607.9.mt, Beef- 3,893.9mt Honey- 397.5mt	Dairy- 14,973.1mt, Beef- 3,991.3mt Honey- 407.5mt	Dairy- 15,347.4mt, Beef- 4,091.1mt Honey- 417.6mt	Dairy- 15,731.1mt, Beef- 4,193.3mt Honey- 428.1mt	EP&S
Output 4.1.1: Mechanization and technology support provided	Number of farmers provided with Mechanization and technology support	12	24	36	48	60	Crop Extension
	Number of farmers provided with Mechanization and technology support	30	48	66	84	102	AH&P
Output 4.1.2: Commodity plans developed and updated for major commodities	Number of commodity plans developed and updated for major commodities	2	4	6	8	10	EP&S

Strategic Priority 4: Increased Commercial Agriculture						
Expected Results	Indicators	Target (Cumulative)				Responsibility
		2024	2025	2026	2027	2028
Output 4.1.3: Farm agro-input support provided	Number of crop farmers provided with Farm agro-input support	80	160	240	320	400
	Number of livestock farmers provided with Farm agro-input support	377	754	1 131	1 448	1 825
Output 4.1.4: Quality seeds and planting materials produced, tested and made available to farmers	Quantity of quality seeds, produced, tested and made available to farmers by crop	93 Tons	186 Tons	279 Tons	372 Tons	465 Tons
	Number of planting materials produced, tested and made available to farmers	400,000	800,000	1,200,000	1,600,000	2,000,000
	Number of orchards established	20	40	60	80	100
Output 4.1.5: Commercial agricultural packages provided to farmers	Number of livestock commercial packages provided to farmers	"Dairy- 100 Beef- 20 Honey-10"	"Dairy- 130 Beef- 40 Honey-20"	"Dairy- 160 Beef- 60 Honey-30"	"Dairy- 190 Beef- 80 Honey-40"	"Dairy- 210 Beef- 100 Honey-50"
	Number of crop commercial packages provided to farmers	500	1,000	1,500	2,000	2,500
Outcome 4.2 Increased access to land and financing for commercial agriculture	Proportion of arable land used for agricultural purposes	25	27	29	31	33
Output 4.2.1 Rural Land Use policy reviewed	Updated Rural Land Use policy	Jul-24				Jul-24
						LRPD

Strategic Priority 4: Increased Commercial Agriculture								
Expected Results	Indicators	Target (Cumulative)					Responsibility	
		2024	2025	2026	2027	2028		
Output 4.2.2 Agriculture land lease policy developed	Agriculture land lease policy developed		Jul-25			Jul-25	LRPD	
Output 4.2.3 Identification of potential available arable land	Area (Ha) of potential available arable land identified	10	20	30	40	50	LRPD	
	Commodity Zoning Policy developed	Jul-24				Jul-24	EP&S	
Output 4.2.4 Farm plan developed	Number of Farm plans developed for targeted farmers	100	100	100	100	500	LRPD	
Outcome 4.3 Increased supply of domestic produce to tourism and export market	Volume (metric tonnes) of domestic agriculture produce supplied to tourism	5,000	5,250	5,500	5,750	6,000	EP&S	
	Volume (metric tonnes) of domestic agriculture produce supplied to export market	83,400	85,000	87,000	88,500	90,300	EP&S	
	Volume (metric tonnes) of fresh and chilled agriculture produce supplied to export market	21,000	23,000	25,500	28,000	30,800	EP&S	
Output 4.3.1 Formalization of clusters into Cooperatives	Number of Cooperatives formed and registered	10	20	30	40	50	Crop Extension	
	Number of Cooperatives/Associations formed and registered	2	4	6	8	10	AH&P	

Strategic Priority 4: Increased Commercial Agriculture								
Expected Results	Indicators	Target (Cumulative)					Responsibility	
		2024	2025	2026	2027	2028		
	Number of SME's supported through the Agribusiness Initiatives	5	10	15	20	25	EP&S	
	Number of MoA-Tourism-Exporters-Processors forum activities supported	3	6	9	12	15	EP&S	
Output 4.3.3 New export market opportunities explored	Number of new export market opportunities identified	1	2	3	4	5	EP&S	
Outcome 4.4 Farm management and business skills strengthened	% of semi-commercial farmers adopting good farm management and business practices	5%	10%	15%	20%	25%	EP&S	
Output 4.4.1 Semi-commercial farmers trained on Farm Management	Number of semi-commercial farmers trained on Farm management	100	200	300	400	500	LRPD	
Output 4.4.2 Farm Management Training at existing agriculture vocational institutions strengthened	Number of students in agriculture vocational institutions supported	50	80	110	160	190	LRPD	

Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Outcome 5.1 A more effective and efficient MOA structure with supportive systems	Percentage of vacant staff positions filled	80	83	88	90	95	HR
	Realigned MoA structure	Jul - 24					HR
	Percentage utilization	100	100	100	100	100	Finance
Output 5.1.1 Staff training and up skilling programmes implemented	Number of staff trained	50	100	150	200	250	HR
	Number of staff trained	30	60	90	120	150	AH&P
	Number of staff trained	50	100	150	200	250	Crop Research
	Number of upskilling programmes conducted	18	36	54	72	90	HR
	Number of staff technical trainings conducted	7	14	21	28	35	AH&P
Output 5.1.2 Staff performance assessment strengthened	Number of staff technical trainings conducted	5	10	15	20	25	Crop Research
	Percentage of staff assessments completed on time	100%	100%	100%	100%	100%	HR
Output 5.1.3 SOPs and training manuals developed and operationalized	Number of SOPs and training manuals developed and operationalized	20	40	60	80	100	HR
Outcome 5.2 MOA officers are well supported	Staff satisfaction rate	70%	72%	75%	77%	80%	HR

Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output 5.2.1 MOA stations and staff quarters and research facilities improved	Number of MoA offices and staff quarters refurbished	10	20	30	40	50	HR
	Number of MoA offices and staff quarters refurbished	1	2	3	4	5	AH&P
	Number of Research station infrastructures upgraded	2	4	6	8	10	Crop Research
Output 5.2.2 Service excellence awards initiated	MoA Excellence Award ceremony	Jul - 24	Jul - 25	Jul - 26	Jul - 27	Jul - 28	HR
Output 5.2.3 OHS compliance PPE for staff provided	Percentage of staff provided with OHS compliant PPE	100%	100%	100%	100%	100%	ALL DIVISIONS
Outcome 5.3: Improved formulation and implementation of agriculture sector policies and programmes	Percentage of policies developed/ updated on time	100%	100%	100%	100%	100%	EP&S
	Percentage of Annual SDP Performance	80%	85%	90%	95%	95%	EP&S
Output 5.3.1 Agriculture sector legislation and policies developed or updated and disseminated	Number of agriculture sector legislation developed or updated and disseminated	3	8	13	18	23	EP&S
	Number of agriculture sector policies developed or updated and disseminated	5	10	15	20	25	EP&S
	Number of commercial agriculture MOA statutory bodies' reviewed	1	2	3	4	5	EP&S

Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Output 5.3.2 Collaborative engagement with internal and external stakeholders	Number of collaborative engagement with internal and external stakeholders organised	4	8	12	16	20	EP&S
	Number of collaborative research programs implemented	6	12	18	24	30	Crop Research
	Number of collaborative research activities conducted	2	4	6	8	10	AH&P
Output 5.3.3 Agricultural survey conducted and disseminated	Number of agricultural survey conducted and information disseminated	3	6	10	13	16	EP&S
	Number of agriculture e-application platform developed	1	2	3	4	4	EP&S
Output 5.3.4 Evaluations and thematic studies conducted and disseminated	Number of evaluation reports developed and disseminated	2	4	6	8	10	EP&S
	M&E Information System operationalized	Jul-24					EP&S
Output 5.3.5 Information to enhance adoption of research findings and innovation developed and disseminated	Number of research publications published	10	20	30	40	50	Crop Research
	Number of research information dissemination events organized	5	10	15	20	25	Crop Research

Expected Results	Indicators	Target (Cumulative)					Responsibility
		2024	2025	2026	2027	2028	
Outcome 5.4 Improved information, communication and technology (ICT)	Percentage of MoA field offices with access to internet	50	60	75	80	95	HRFI
Output 5.4.1 Strengthened IT unit	IT Unit strengthened	Jul-24					HR
Output 5.4.2 Staff provided with ICT equipment	Percentage of relevant staff provided with ICT equipment	75	80	85	90	95	ALL DIVISIONS
Output 5.4.3 Automated record keeping system developed	MoA automated record keeping system		Jul-25				HRFI

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Deputy Secretary for Agriculture Development

Directors of Functional Divisions

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

Government Ministries:

Ministry of Finance, Strategic Planning, National Development & Statistics
Ministry of Foreign Affairs
Ministry of Women, Children and Social Protection
Ministry of Education
Ministry of Health and Medical Services
Ministry of Youth and Sports
Ministry of i-Taukei Affairs, Culture, Heritage & Arts
Ministry of Rural and Maritime Development and Disaster Management
Ministry of Fisheries & Forestry
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