



Ministry of  
Trade, Co-operatives,  
Micro, Small and  
Medium Enterprises  
and  
Communications

# OPERATIONAL PLAN

2025/2026

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## 1. CORPORATE PROFILE

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The aim of the Ministry of Trade Co-operatives, Micro, Small and Medium Enterprises and Communications 2024-2025 Operational Plan is to identify goals, set strategies and actions for the Ministry and to develop a plan to achieve the overall vision of a ***“Brighter Economic Future for All”***. The Ministry has further focused the vision for the financial year, in line with the National Budget.

**Our Vision:** Sustainable Economic Development

**Our Mission:** Creating a safe, enabling and thriving environment for inclusive and sustainable economic development

**Values (GREATEST):**

- Good Governance
- Respect and value for people
- Excellence and Professionalism in Service – innovation in delivery
- Affirmative – being positive
- Trustworthy and Honest
- Equality for all and equal participation
- Socially Responsible and Selfless Duty
- Team Fiji – collaboration with our stakeholders

**Strategic Vision:**

1. Enhancing Fiji's trade and economic position globally
2. Making Fiji a premier destination for doing business
3. Stimulating new industries, private investments and private sector-led growth
4. Positioning Fiji as a regional hub in quality infrastructure focusing on areas of metrology and standardisation
5. Rejuvenating and strengthening the Co-operatives movement and its contribution to Fiji
6. Enhancing MSME contribution to Fiji's Economy
7. Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.
8. Building secure and resilient National ICT infrastructure, fortifying the foundation for a growing digital economy
9. Ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce
10. Achieve operational excellence through efficient financial processes and effective cost management.

## 2. OUR CUSTOMERS

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

<b>Internal Stakeholders</b>	<b>External Stakeholders</b>
<b>Real Estate Agents Licencing Board</b>	All Government Ministries, Agencies and State-Owned Enterprises
<b>Investment Fiji</b>	International Development Partners
<b>Film Fiji</b>	Private Sector Organisations
<b>Consumer Council of Fiji</b>	Civil Society Organisations
<b>Fijian Competition and Consumer Commission</b>	Non-Governmental Organisations
<b>Walesi</b>	Professional Bodies
<b>Telecommunications Authority of Fiji</b>	General Public
<b>Online Safety Commission</b>	
<b>Textile, Clothing and Footwear Council of Fiji</b>	
<b>Outsource Fiji</b>	
<b>Business Assistance Fiji</b>	

## 3. FUNCTIONS AND SERVICES OF THE MINISTRY

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

In line with the 2025 – 2029 Fiji's National Development Plan and Vision 2050, the Ministry's focus will be on socio-economic development, post COVID-19 pandemic recovery. A key component of the strategies and policies will be to inculcate a new business culture that embraces technology and innovative business practices. New market access for Fijian made goods and services, diversification of the economic base, revitalisation of co-operatives and the micro, small and medium enterprises, whilst enhancing metrology, standards and consumer protection, will be priority in this financial year.

### 3.1 Human Resources Unit

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

### 3.2 Finance Unit

The Finance Unit in the Ministry manages the budget, ensures compliance with financial regulations, oversees resource allocation, and supports strategic planning. It drives fiscal responsibility, cost control, and risk management to ensure efficient use of public funds and alignment with policy goals.

### 3.3 Trade Unit

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

### 3.4 Business Reforms Unit

The Unit's role is to coordinate with Ministries and Government agencies to initiate and facilitate policy and systems reforms in the 'doing business' area. This includes streamlining of business processes and implementation of digital systems that contribute to Fiji having a business enabling environment. The reform initiatives are targeted to promote 'Ease of Doing Business', reduce the cost of doing business, enhance operational efficiency, and ultimately, drive rapid economic growth.

### 3.5 Trade Commissions

The four Trade Commissions based in North Americas, Australia, New Zealand and China, are responsible for undertaking investment and export marketing missions, organising and participating in trade and investment exhibitions, and creating and strengthening networks with relevant public and private stakeholders. Trade Commissions also undertake market research in order to identify potentials for investment and export opportunities available in the host country and relevant regions. The focus of the Trade Commissions will be to elevate Fiji's presence in their host countries and the wider region. The approach in terms of investment attraction and creation will be targeted and in line with the National Budget.

### 3.6 Economic Unit

The Unit is responsible for formulating, implementing, monitoring and reviewing policy initiatives and projects, to enhance private sector development in commerce, industry, micro, small and medium enterprises (MSMEs), investment, services, competition and consumer protection.

The Unit's key focus is continuity of businesses and to work with the private sector and their associations to inculcate these practices in businesses for the long term. The Unit oversees three statutory organisations and three professional bodies and is also responsible for providing policy advice and administrative support to its stakeholders, both within Government and externally.

### 3.7 Department of National Trade Measurement and Standards

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

### 3.8 Department of Co-operative Business

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

### 3.9 MSME FIJI Unit

The Unit is responsible for formulating, implementing and enhancing policies and strategies for the development of micro, small and medium enterprises (MSMEs). In particular, MSME Fiji facilitates business training, business advisory and access to finance. MSME Fiji is also responsible for monitoring and evaluating the implementation of MSME-related projects.

### 3.10 Department of Communications

The Department of Communication's mission is to provide efficient, competitive, cost-effective, and accessible telecommunication and postal services to all Fijians. The Department also works closely with the Telecommunications Authority of Fiji in ensuring that proper monitoring, compliance and regulatory oversight of the telecommunications sector is maintained. The department is also responsible for the Ministry's cybersecurity mandate and therefore drives government efforts to protect Fiji's digital space and infrastructure.

### 3.11 Digital Government Transformation Office

The Digital Government Transformation Office (DGTO) is spearheading the digitalFIJI Programme, a digital Government transformation initiative which optimises and digitalises key Government services which is focused on a citizen-centric and business-centric approach through the Govstack platform (establishment of a common services platform, data harmonisation, e-payment and e-authentication) and the development, release and maintenance of software and mobile applications (such as digitalFIJI app, careFIJI app, vax check system, Vaccination Registry System, Registrar of Companies services and Births, Deaths and Marriages Services) to dramatically increase accessibility to key Government services. The DGTO focuses on digitalisation-by-design and data-protection-and-data-security-by-design which transcends siloed digital programmes to enable personalised and seamless service experience.

### 3.12 ITC Services

The Department of ITC is responsible for managing, supporting and upgrading all government networks and systems on a safe and secured platform to increase the productivity and efficiency of the Fijian Government through the provision of electronic services. **The department is also tasked with managing all ICT-related procurement across government ministries via the ITC Steering Committee.**

**The Ministry oversees vital Statutory Bodies and Professional Bodies:**

## STATUTORY BODIES:

1. **Consumer Council of Fiji:** Ensuring consumer rights are protected and promoting fair practices.
2. **Investment Fiji:** Facilitating foreign investment and supporting economic growth.
3. **Film Fiji:** Nurturing Fiji's film industry and attracting international productions.
4. **Real Estate Agents Licensing Board:** Regulating real estate practices to ensure professional competency, maintain transparency and trust.
5. **Walesi:** is a Government owned company which is responsible for the national Digital Television initiative with a coverage of 100% through combination of terrestrial and satellite transmission.
6. **Telecommunication Authority of Fiji:** is the regulatory body responsible for overseeing and regulating the telecommunications sector and is empowered by the Telecommunications Act 2008.

## PROFESSIONAL BODIES:

1. **Business Process Outsourcing Council** – The Council, rebranded as Outsource Fiji is established to guide, promote and protect the development of the outsourcing industry in Fiji. Outsource Fiji has developed a strategy that covers industry development and market access.
2. **Textile, Clothing and Footwear Council** – The Council is established to represent its members and advance the best interests of the industry by fostering the continued development and prosperity while championing long-term sustainability.
3. **Business Assistance Fiji (BAF)** – Given the success collaboration with Fiji Chamber of Commerce and Industry, Fiji Commerce and Employers Federation, Fiji Institute of Chartered Accountants and Women in Business Fiji during COVID-19 pandemic, BAF was legally formed as a Company Limited by Guarantee to continue to provide assistance to MSMEs in Fiji. BAF is also supported by the New Zealand Government to provide subsidies to MSME services providers.

## 4. BUDGET SNAPSHOT

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The revised budget for 2023-2024 was \$116,639,600. The Budget Estimate for 2024-2025 is \$106,614,627 which is a reduction of 9 percent when compared to last financial year's budget.

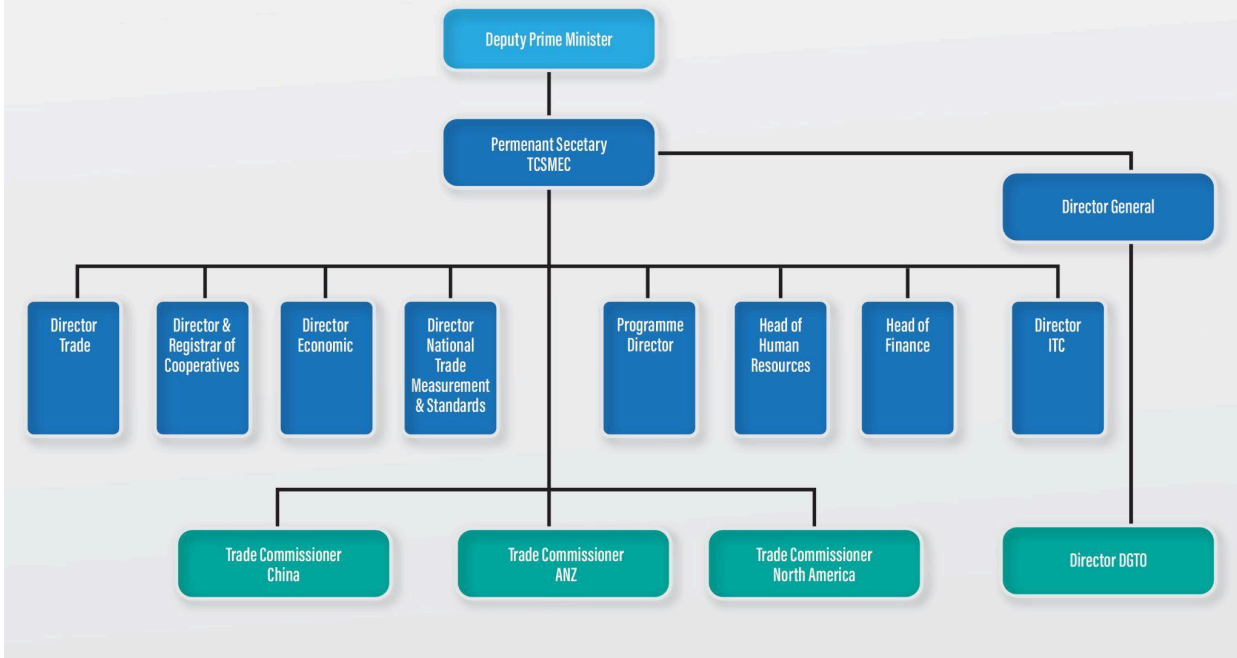
### MINISTRY BASELINE BUDGET SUMMARY: 2024-2025

Budget Category	Revised Budget 2023-2024 (\$)	Changes for 2024-2025 (\$)	Budget Estimate 2024-2025 (\$)
Operating	98,940,100	-5,063,630	93,876,470
Capital	6,270,000	1,957,827	8,227,827
Value Added Tax	11,329,500	-6,819,170	4,510,330
<b>TOTAL</b>	<b>116,539,600</b>	<b>-9,924,973</b>	<b>106,614,627</b>

## 5. ORGANISATION STRUCTURE

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**MINISTRY OF TRADE, COOPERATIVES, MICRO , SMALL AND MEDIUM ENTERPRISES AND COMMUNICATIONS**





## 6. MINISTRY'S OUTCOMES AND OUTPUTS FOR THE 2024 – 2025 FINANCIAL YEAR

The Ministry's Outcomes and Outputs are derived from the national agenda of the Fiji Government that is outlined in the National Development Plan. The Ministry has embarked to develop the 2025-2029 Strategic Plan to strategically outline and position the Ministry's ambition to enhance economic position domestically, regionally and internationally.

<b>TRADE UNIT</b>							
<b>Strategic Vision 1: Enhancing Fiji's trade and economic position globally</b>							
<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (How)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b> <b>Timeframe</b>
Secured and improved market access to the region and international markets for Fijian made goods and services	Increased and secured Market Access	Operationalisation of multilateral, regional and bilateral trade agreement/arrangements		DT	Negotiations on the Indo-Pacific Economic Framework - Pillar I Chapters	Trade and Investment related matters addressed and better access rules negotiated	Ongoing
					Implementation of IPEF Pillar III-IV Agreements	Possible new opportunities for Fijian businesses into IPEF region	Quarter 3
					Implementation of the IPEF Supply Chain Agreement	Initiate discussions with the IPEF Partners on setting up an IPEF implementation unit	Quarter 2
					Negotiations of WTO Fisheries Subsidies-second wave.		On-going
					Negotiate Fiji-UAE Trade Arrangement	Wider range Fijian made products able to be exported to UAE	On-going
					Implementation of the National E-Commerce Strategy	Growth in e-commerce businesses	On-going

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (How)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
					Review of the PACER Plus Agreement	Initiate the review of the PACER Plus and its impacts on Fiji's economy National Consultations	Cabinet updates on Fiji's position and the impact of PACER Plus on Fiji's economy	Quarter 1
					Implement the Market Access Commitments under the Interim Economic Partnership Agreement with the EU	Cabinet updates on the impact of the agreements on Fiji's economy		Ongoing
					Increased engagement with the MSG countries for the ratification of the MFTA by the parties	Improved market access for Fijian Made goods and services in the MSG market.		Ongoing
Enhanced efficiency, transparency, and competitiveness of Fiji's trade environment through the implementation of key trade facilitation reforms.	A user-friendly Trade Information Portal (TIP) established to provide transparent and accessible trade related information including procedures, regulations, fees, and forms of	Identify, collect, and compile trade-related procedures, laws, regulations, fees, and forms from relevant agencies.  Conduct stakeholder consultations, workshop and working group meetings to	\$70,000	DT	At least 20 stakeholders consulted through workshops and meetings.  TIP platform developed, tested and	Full compliance with the World Trade Organization Trade Facilitation Agreement.		Quarter 4

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

Outcome	Outputs (What)	Planned Activities, processes or services (How)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Performance (KPI)	Output	Timeframe
	relevant trade facilitation agencies.	<p>gather inputs and collect data.</p> <p>Validate the accuracy and completeness of the collected data through inter-agency collaboration and workshops.</p> <p>Draft technical specifications for the TIP, including user interface requirements and compliance with WTO TFA guidelines.</p> <p>Test the TIP platform with a pilot group to identify and resolve technical or operational issues.</p> <p>Organise a public launch event to introduce the TIP to the broader business community and stakeholders.</p> <p>Establish a governance mechanism for regular</p>			<p>launched by May 2025.</p> <p>At least 150 users within 3 months of launch.</p>			

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (How)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
		updates and long-term management of the TIP.						
To create a dynamic, inclusive, and resilient trade and economic environment that fosters sustainable growth and enhances global competitiveness.	Develop a comprehensive Second Trade Policy Framework (TPF), to guide Fiji's trade and economic policies and to help achieve national objectives, and align with the National Development Plan and the Sustainable Development Goals (SDG).	<p>Conduct nationwide consultations with government agencies, private sector representatives, academia, civil society, and regional and development partners to gather insights and inputs for the new framework.</p> <p>Facilitate focused group discussions to address sector-specific issues (e.g., agriculture, fisheries, manufacturing, services, e-commerce).</p> <p>Evaluate the performance of the current Trade Policy Framework (2015-2025) and its impact on achieving national objectives.</p>	150,000	DT	<p>Completion of the review report on the 2015–2025 by March 2025.</p> <p>Engagement of Stakeholders between May 2025 – July 2025</p> <p>Completion of the draft framework.</p> <p>Validation workshops conducted and stakeholder participation levels by October 2025.</p> <p>Final approval by Cabinet and launch of the Trade Policy Framework.</p>	<p>Review report on the 2015–2025 Trade Policy Framework completed by March 2025.</p> <p>Work plan and terms of reference approved by April 2025.</p> <p>Minimum of 10 stakeholder consultation sessions conducted by July 2025.</p> <p>Completion of the draft framework by September 2025.</p> <p>Submit Cabinet Paper for endorsement by October-November 2025.</p> <p>Launch of the Trade Policy Framework by November-December 2025.</p>		Quarter 4

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

Outcome	Outputs (What)	Planned Activities, processes or services (How)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Performance (KPI)	Output	Timeframe
		<p>Identify policy gaps and areas requiring improvement or realignment with the National Development Plan (NDP)</p> <p>Compile and analyse trade, investment, and economic data to inform policy decisions, including sectoral and market trend analysis to identify high-growth potential industries and markets.</p> <p>Engage with regional and multilateral organizations like WTO, PIFS, and UNCTAD for technical support and insights.</p> <p>Develop a draft TPF with clear goals, strategies, and implementation mechanisms.</p>						

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (How)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
		<p>Organise validation workshops to seek feedback from stakeholders and ensure alignment with national priorities.</p> <p>Develop a detailed implementation plan outlining activities, timelines, budgets, and responsible parties.</p> <p>Organise a high level launch event to introduce the Second Trade Policy Framework to stakeholders and the public.</p>						
Securing Fiji's position and competitive advantage in the region, as the centre of trade and economic activities	Implementation of the policy recommendations as identified in the Fijian Trade Policy Framework, reflective of the current global challenges	Co-ordinate the effective implementation of the Fijian Trade Policy Framework		DT	Finalisation of review report with key strategies focus on recovery and bolstering the Fijian economy for the next 5 years	At least 6 meetings of the Working Groups and the National Trade and Development Council to monitor the implementations of the recommendations in line with the current global challenges.		Quarterly

**TRADE UNIT**

**Strategic Vision 1: Enhancing Fiji's trade and economic position globally**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (How)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
					Cabinet endorsement of the Review Report and implementation plan	2 Cabinet updates on the implementation of the Fijian Trade Policy Framework		Quarter 2 and 4
	Effective use of Trade Commission and Diplomatic missions in entering new markets for the Fijian made products and services			DT, DE and TC	Engage with businesses in the host country of the Trade Commissions and in Fiji's key markets  Progress report on at least 1 potential investor and 1 potential new buyer per Trade Commission engaged during the trade and investment seminar	Undertake quarterly meetings to provide strategies in the promotion of Fijian Made products.  Undertake at least 6 presentations to businesses in the host country of Trade Commission and in Fiji's key markets  At least 1 trade and investment seminar held in host country of the Trade Commission per year		Quarterly
	Timely execution of payments for film tax rebates	Facilitation of payment for outstanding film tax rebates	\$30,000,000	DT and HF	Successful payments to film productions	At least 6 productions has been paid their outstanding film tax rebates		Quarter 4
		Facilitation of payment for new film tax rebates	\$10,300,00	DT and HF			At least 4 productions has been paid their new film tax rebates	Quarter 4
	Increased presence of Fiji and Fijian made goods and services at the OSAKA EXPO 2025	Create awareness through print and social media on goods and services available at the Expo.	\$500,000	DE		Preparation of Osaka Expo		Quarter 4

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
Increased attractiveness of Fiji as an Investment destination	An accessible, informative, up to date and user-friendly online information portal.	Extract and analyze data from the inception of the bizFiji portal, to devise a more comprehensive list of Frequently Asked Questions ('FAQ') for the rebranded businessNOW portal.		DT	Assessing the number of 'Starting a Business' related queries received through the portal.	Less than 10 'Starting a Business' related queries received in a month.  1800 visits per month to the BusinessNOW Fiji website.  The main BusinessNOW Fiji website traffic source to be 'Direct'.	Ongoing
		Continuous efforts in making the User Interface Design of the BusinessNOW Fiji platform simpler and more intuitive.			Analysing the overall BusinessNOW Fiji website traffic.		
Search Engine Optimization of the rebranded BusinessNOW Fiji website.		Periodic surveys undertaken by the users of the website.					
Integration of the Starting a Business Subsystem with the rebranded BusinessNOW Fiji portal.							
Website traffic reports for channelling of efforts towards improvement							
Streamlined approval processes for 'Starting a Business' agencies		Continuous consultations with the 'Starting a Business' agencies, such as ROC, FRCS, NFA, OHS, MHMS, Hotel and Liquor Licensing Board etc.		DT	'Starting a Business' agencies conclude with drafting of legislative amendments.	Gazetted legislative (reform-centric) amendments.  Implementation of streamlined requirements and processes for	Quarter 1 -2
		Facilitation of reform centric consultations with partners such as World Bank			Cabinet Decisions for amendments by the respective agencies		



**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		<p>Group-International Finance Corporation and the 'Starting a Business' agencies and other agencies that are relevant to the business environment.</p> <p>Revise renewal period to 12-monthly renewal process for MoHMS.</p> <p>Revise payment structure of OHS and NFA for upfront fee collection.</p> <p>Streamlining of process and fees (if need be, legislation) for obtaining hotel and liquor licence.</p> <p>Amendment of legislation for the 'Starting a Business' agencies for the lodgment and issuance of electronic forms, certificates, signatures etc.</p>			<p>Implementation of a revised payment workflow with an upfront fee collection mechanism.</p> <p>Implementation of a consistent fee calculation mechanism for OHS and NFA.</p> <p>Implementation of 12-monthly renewal cycle for MoHMS.</p> <p>Streamlined approval process for liquor licence- approval via flying minutes etc instead of waiting for the board to meet.</p> <p>Gazetted legislative amendments for acceptance and issuance of electronic forms</p>	<p>obtaining hotel and liquor licence.</p> <p>Gazettal of revised renewal cycle of MoHMS to 12-monthly renewals.</p> <p>Gazettal of revised payment structure with upfront payment collection for NFA and OHS.</p> <p>Gazettal of electronic issuance of certificates for affected agencies.</p> <p>Efficient feedback mechanisms to keep customers updated.</p>	
	Implementation of the Integrated 'Starting a Business' subsystem.	<p>Facilitate the development of a guided journey for the 'Starting a Business Subsystem'.</p> <p>Facilitate the development of informational materials for user adoption for the 'Starting a Business Subsystem'.</p> <p>Facilitate and guide the setting up of customer</p>	\$15,000	DT	<p>Customer feedback on the guided journey and the informational materials.</p> <p>Assessing the number of customer kiosks set up against the intended number of kiosks.</p> <p>Successful integration of independent systems with the</p>	<p>Easy to comprehend guided journey on the businessNOW Fiji portal.</p> <p>Easily accessible information materials such as video tutorials, service catalogue and end user pamphlets etc.</p>	Quarter 1 & 2

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		<p>kiosks at the 'Starting a Business' agencies.</p> <p>Integration with all the 'Starting a Business' agencies.</p> <p>Coordinate with 'Starting a Business' agencies on the individual Communication plans targeted towards the introduction of the 'Starting a Business Subsystem'.</p> <p>Training of the 'Starting a Business' agencies' OIC's on the implementation of the helpdesk software.</p> <p>Launch of the Starting a Business Subsystem.</p> <p>Undertake active steps to encourage usage of the 'Starting a Business Subsystem' from the initial stage.</p> <p>Monitor application processing on the 'Starting a Business Subsystem'.</p> <p>Post launch focus groups with private sector firms.</p> <p>Link the Starting a Business Platform with the 8 agencies websites.</p>			<p>'Starting a Business' subsystem.</p> <p>Developed Communication plans for the 'Starting a Business' Agencies that complement Ministry's efforts.</p> <p>Successful usage of the Helpdesk Software.</p> <p>Successful launch event of the 'Starting a Business Subsystem'.</p> <p>Increased usage of the 'Starting a Business Subsystem' for end-to-end process.</p> <p>Assessing the applications' turnaround against the agreed SLA.</p>	<p>Seamless user experience for the 'Starting a Business Subsystem'.</p> <p>Operational customer kiosks at the relevant agencies.</p> <p>Roll out of periodic/scheduled posts and press releases by the 'Starting a Business' agencies.</p> <p>Trained OIC's on the helpdesk software in relevant agencies.</p> <p>First phase of the 'Starting a Business Subsystem' 'deployed into production.</p> <p>Majority applications complete the end-to-end process on the 'Starting a Business Subsystem'.</p> <p>Majority applications(end-to-end and individually) are</p>	

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
						processed within the SLA and 14 days.	
	Development of the Building Permits Approval subsystem	Engagements with 'Building Permits Approval Subsystem for Business Process Optimization'		DT	Successful consultations with the 'Building Permits Approval' subsystem agencies.	Completion of all stages leading up to the development of the 'Building Permits Approval' subsystem.	Quarter 1-4
		Requirements gathering exercise with 'Building Permits Approval' subsystem agencies.			Completion of BPAS Workshop for Governance, Risk Management, Change Management and Communications.	Minimal to no changes to the signed Functional Specifications.	
		Conducting of BPAS Workshop for Governance, Risk Management, Change and Communications			Completion of the Business Process Optimization exercise.	Streamlined and consistent processes for Building Permits Approval agencies and the Municipal Councils.	
		Initiation of system integration exercise for 'Building Permits Approval' agencies that have their own systems.			Completion of initial stages of requirements gathering.		
		Policy amendments for 'Building Permits Approval' subsystem agencies.			Successful integration exercise for 'Building Permits Approval' agencies that have their own systems.	Seamless and user-friendly Building Permits Approval System integrated with the businessNOW Fiji portal.	
		Standardisation of Local Council processes			Gazetted policy amendments for 'Building Permits Approval' agencies.	Well trained and informed agency users of the system.	
		Development and sign off of the functional specifications			Standardised process for all 13 Councils.	Readily available informational materials for end users.	
		Development of the 'Building Permits Approval Subsystem'.			Sign off of the functional specifications.		
		User Acceptance Testings activities.					
		Focus group sessions with the private sector.					

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		Review and updating of the businessNOW Fiji portal to accommodate the new system.			Completion of User Acceptance Trainings and User Trainings.	Positive feedback from the private sector.	
		Facilitate the development of user materials such as pamphlets.			Completion of Focus Group Sessions with the Private Sector.		
		UI/UX review activities.			Updated businessNOW fiji portal.		
	Efficient approval processes and removal of bottlenecks in the business environment.	Organising periodic Investment Facilitation Committee meetings.		DT	Seamless business initiation and setting up processes.	Increased number of implemented investment projects leading to increased economic activity.	Quarterly
		Submission of papers to the Committee with regards to emerging issues and areas of reforms.			Faster implementation of investment projects.		
		Coordination of investment projects through the Committee.			Reduction in duplicitous requirements.		
	Improvement of the Investment Act and related regulations	Discussions and collaborations with the Digital Government Transformation Office and ROC with regards to up to date investor data.		DT	Accessible and up to date foreign investment related data.	Updated and accurate data with regards to foreign investment in Fiji.	Quarter 1 & 2
		Verification of applications submitted on the foreign investor reporting portal to ascertain non-compliance and way forward.			Timely lodgment of reports by foreign investors.		
					Gazettal of improvement amendments to the Investment Regulations.	Business enabling environment for foreign investors.	

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		<p>Review of the timeline to remit the minimum investment threshold of \$300,000 and related requirements.</p> <p>Set up reminder mechanisms to foreign investors to ensure timely reports.</p> <p>Processing of the investor waiver requests.</p> <p>Development of a system for synchronizing ROC data, collection of additional necessary data and lodgement of waiver applications as well as investor reports.</p>			<p>Notifications and reminders are sent to foreign investors regarding the investor reporting requirement.</p> <p>Introduction of a digital system to populate investor data and process applications.</p>	<p>Improved reporting and waiver process for foreign investors.</p> <p>Digital system for data, reporting and waiver applications.</p>	
	Undertake an overall and holistic reform exercise to position Fiji favorably in the B-READY report	<p>Prepare an overview of the assessment areas as per the B-READY manual.</p> <p>Identify areas of doable reforms and issues which could be mitigated, if not completely reformed.</p> <p>Workshop with affected agencies for knowledge sharing and timely implementation of reform initiatives.</p> <p>Consultations with the relevant agencies on the recommended reform areas.</p>		DT	<p>Developed Action Plan for the B-Ready Assessment.</p> <p>Completion of the Workshop with the affected agencies.</p> <p>Cooperation and collaboration of the relevant agencies towards the identified reform agenda.</p> <p>Gazetted legislative amendments to factor focused reforms for a better</p>	Implementation of focused reforms that positions Fiji favorably in the B-READY survey.	Quarter 3 & 4

**BUSINESS REFORMS UNIT**

**Strategic Vision 2: Making Fiji a premier destination for doing business**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		Review of processes, policies and law to factor the reforms. Monitoring and evaluation of implemented reforms.			positioning of Fiji in the B-READY survey. Post implementation report on the reforms implemented for the B-Ready Assessment.		

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
Revitalise the Fijian Made - Buy Fijian Brand domestically and internationally	Enhance Compliance and Standards for the Fijian Made-Buy Fijian Brand	<p>Review Compliance Guidelines for Fijian Made product standards.</p> <p>Conduct regular audits of licensed products to ensure compliance with standards.</p> <p>Establish channels for consumer feedback on product quality and standards.</p> <p>Quarterly Monitoring and Evaluation exercise</p>	\$80,000	DE	Increased compliance of Fijian Made goods in domestic and international markets.	<p>Achieve a 90% compliance rate among Fijian Made products with established quality standards within the first year.</p> <p>Attained a consumer satisfaction rate of 80% or higher based on feedback surveys.</p> <p>Completed monitoring and evaluation exercise.</p>		Ongoing
	Increased awareness and availability of Fijian Made products and services in the international markets (existing and new)	<p>Implementation of Fijian Made Marketing Plan.</p> <p>Enhance online presence and availability of Fijian Made products and services through e-commerce platforms.</p> <p>Collaborate with social media influencers and industries.</p> <p>Create awareness through social media, websites, promotional items, brochures and competitions.</p> <p>Collaboration opportunities with agencies/retailers to promote the Fijian Made Brand</p>		DE	<p>Increased awareness and reach of the Brand</p> <p>Increased presence of Fiji and Fijian made goods and services at the OSAKA EXPO 2025.</p>	<p>12 Certificate Handover</p> <p>100 social media posts/success stories on Fijian Made license holders</p> <p>Engage with at least 4 retailers for dedicated Fijian Made station</p> <p>At least 3 businesses engaged in participating in the Osaka Expo</p> <p>Successful participation at OSAKA EXPO 2025</p>		<p>Ongoing</p> <p>Quarter 4</p>

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
Broaden and diversify industrial base and sectors participating in Global Value Chains	Successful classification of <b>Navutu SEZ</b> as a Free Trade Zone	Finalisation and Endorsement of Memorandum of Understanding (MoU)		DE	MoU Endorsement	MoU endorsed by FNPF by Q3		Q3
		Classification as a Free Trade Zone (FTZ)			Cabinet Approval of the classification of Navutu SEZ as a FTZ	Secure Cabinet approval by Q3		Q3
		Develop and distribute marketing materials to attract foreign and domestic investors.			Number of investor inquiries and expressions of interest received after marketing efforts.	Attract at least 5 qualified investor inquiries by Q4		Q4
		Develop a marketing strategy to promote the development of Navutu Special Economic Zone to local/international investors.		DE/TCs	Promote SEZ at various forums - Trade Commissions	Engage Trade Commissions and foreign missions in gauging the market interest internationally via dissemination of information packages		Quarter 3
	Sale of <b>Wairabetia Special Economic Zone</b> Land	Survey and Lease Registration:		DE	Lease Registration Completion	Lease registered by Q3		Quarter 3
		Conduct a professional valuation of the land to determine its market value.			Valuation completion	Valuation completed by Q4		Quarter 4
		Develop marketing materials and conduct promotional activities to attract potential buyers.			Number of Interested Investors	At least 10 EOIs received		Q3
Administration of Tax-Free Zone applications	Submission of assessments against set criteria	Coordination with relevant authorities to gather and assess information against legal criteria		DE		Timely submission of assessments within required timeframe		Ongoing



**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
To provide access to finance to Multinational Enterprises (MNEs) investing outsourcing industry in Fiji	Continue support of Grant to ICT Business to Pepper Advantage Programme and administered for MNEs in Outsourcing space	Promote MNEs in investing in Outsourcing Industry	\$1,500,000	DE	Qualify successful Grant Recipient	Pepper Advantage assisted through the Grant to ICT Business Programme		Quarter 2 – Quarter 4
Support the establishment of Task Forces for seamless project implementations	Continue to provide support as the Secretariat to the National Taskforce for Commercial Agriculture with the aim to diversify and expand commercial agriculture in papaya, citrus, cassava, cocoa, coffee, kava, ginger, vanilla etc	Regular stakeholder consultation and meetings like The Wonderful Company, Aitken Spence Plantations, Pacific Trade Invest, FMF Foods Ltd, Wilmar Group etc		DE	Coordination with investors and Investment Fiji	At least 3 new investors are assisted through the Task Force		Quarter 4
		Assist inventors in fact finding missions						
		Promotion of Fiji as an investment destination.						
Continue Support to the Medicinal Cannabis Task Force		Regular stakeholder consultation and meetings.		DE	Consultant Engaged to develop and support drafting of legislations	Conducted at least 15-20 nationwide and community consultations		Quarter 4
		Assist inventors in fact finding missions						
		Assist in the development of legislation.						
					Proposed amendment to the existing legislation	Regular Medicinal Cannabis Taskforce meetings		

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
						Draft Cabinet Paper to update Cabinet on the consultations and proposed amendment to the legislation		
	Collaboration with Kava Task Force from the Ministry of Agriculture and Waterways	Regular stakeholder consultation and meetings.		DE	Consultation Report	Conducted at least 20 nationwide and community consultations on the Kava Bill		Quarter 3
		Assist inventors in fact finding missions						
		Assist in the development of legislation.						
	Enhanced professional standards of the Audio-Visual Industry	Administration of Audio-Visual Agent's Licensing.		DE	Timely processing of audio-visual regulations.  Complete information on the application processes (Fijian Made, Audio Visual and Scrap Metal) to be freely accessible	Timely submission of assessments within required timeframe  Application Guideline developed and made accessible.  Update and Publish AVAL Registry.		Ongoing
	Administration of Scrap-Metal licensing	Coordination with relevant authorities to gather and assess information against legal criteria		DE	Submission of assessments against set criteria	Timely submission of assessments within required timeframe  Update and Publish Scrap Metal Registry.		Ongoing
An equitable market environment that is procompetitive and improves	FCCC – Development of Competition and Consumer Protection Legislation	Consultations with stakeholders and relevant agencies		DE	Coordination of reforms with the Cabinet mandated reform working group  Wide stakeholder consultations undertaken	Consultation on reforms held with industry representatives across the country.  Draft legislation guidance submitted to Office of the Solicitor – General		Quarter 1 – 2
		Consultations with the Office of the Solicitor – General to finalise the draft Act						
		Advancing the suggested draft legislation through meetings						

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
consumer welfare					Submission of draft legislation with the Office of the Solicitor – General  Submission of Cabinet Paper.	Finalisation of the draft Bill		
	CCoF – Review of Consumer Credit Act	Consultations with stakeholders and relevant agencies		DE	Submission of Cabinet Paper	Submission of Cabinet Paper	Quarter 3 – 4	
		Consultations with the Office of the Solicitor – General to finalise the draft Act			Coordination of reforms with the Cabinet mandated reform working group	Consultation on reforms held with industry representatives across the country		
		Advancing the suggested draft legislation through meetings			Wide stakeholder consultations undertaken	Finalisation of the draft Bill  Submission of Cabinet Paper		
	Landlord and Tenancy Bill - Development of an appropriate regulatory framework for the residential rental market	Consultations with stakeholders and relevant agencies		DE	Submission of Cabinet Paper	Submission of Cabinet Paper		
		Consultations with the Office of the Solicitor – General to finalise the draft Act			Coordination of reforms with the Cabinet mandated reform working group	Consultation on reforms held with industry representatives across the country		
Advancing the suggested draft legislation through meetings		Wide stakeholder consultations undertaken			Finalisation of the draft Bill  Submission of Cabinet Paper			
					Submission of draft legislation with the Office of the Solicitor – General  Submission of Cabinet Paper			

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
	Review of the Real Estate Agents Act	Consultations with stakeholders and relevant agencies		DE	Submission of Cabinet Paper	Submission of Cabinet Paper		
		Consultations with the Office of the Solicitor – General to finalise the draft Act			Coordination of reforms with the Cabinet mandated reform working group	Consultation on reforms held with industry representatives across the country		
		Advancing the suggested draft legislation through meetings			Wide stakeholder consultations undertaken Submission of draft legislation with the Office of the Solicitor – General Submission of Cabinet Paper	Finalisation of the draft Bill Submission of Cabinet Paper		
	Create a vibrant online safe environment	Review existing legislation and identify gaps in the existing legislations		PD and DE	Legislation identified	Convened at least 1 meeting per quarter		Quarter 1 – 4
		Convene meetings with the members of the Taskforce			Number of meeting convened	Drafted and published at least 1 press release and other media awareness per quarter.		
		Address online fraudulent activities in a timely manner			Number of Press Release published by the Taskforce	The Taskforce identified the gaps in the legislation		
		Raise alarms on the ongoing scams			Immediate address on the ongoing scams			
	Release of Quarterly Grants to Statutory Bodies and Bi-Annual Grants to Professional Bodies	Develop and finalize Grant Agreements in consultation with recipients and Office of the Solicitor – General		DE	Service Level Agreements ('SLAs') signed with Statutory Bodies and Professional Bodies for the following:  Real Estate Agents Licensing Board; Consumer Council of Fiji; Outsource Fiji Business Assistance Fiji; and Textile, Clothing and Footwear.	Execute SLAs		Quarter 1

**ECONOMIC UNIT**

**Strategic Vision 3: Stimulating new industries, private investments and private-sector led growth**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Performance (KPI)</b>	<b>Output</b>	<b>Timeframe</b>
		Assessment of quarterly performance reports received from Statutory and bi-annual from Professional Bodies		DE	Administer and monitor the performance of statutory and professional bodies in accordance with their respective SLAs.	Execution of requests in a timely manner		Quarterly
		Timely processing of real estate appeal submission Timely processing and facilitation of CCoF request Timely processing and facilitation of Professional Bodies requests Review of Annual Report Narratives		DE	Assessment of applications in a timely manner			Ongoing
	Ensuring that skills are addressed through the implementation of Registration of Skilled Professionals Act 2016	Assess applications from Skilled Professionals		DT	Quarterly Meetings of SPEC	Submission of Quarterly Meeting Reports		Quarterly
		Undertake market assessment	\$4,000		Market/Gaps Analysis endorsed by SPEC		Skilled professional needs identified and submitted to Cabinet	Quarter 3
		Modernised Registration of Skilled Professionals Act that provides updated application process, fees structure, among other things.	\$2,000		Modernised registration of skilled professionals law		Review and amend Registration of Skilled Professionals Act 2016	Quarter 3

**DEPARTMENT OF NATIONAL TRADE MEASUREMENT AND STANDARDS**

**Strategic Vision 4: Positioning Fiji as a regional hub in quality infrastructure focusing on areas of metrology and standardisation**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>	
Improving the legal and institutional framework that supports the National Quality Infrastructure	Improved Trade Standards and Metrology services	Formulation of a National Quality Policy tool that provides guidance in the organizational structures, and governance arrangements among QI institutions.		DNTMS	Modernised measurement and standardisation laws.  Conduct of awareness sessions with industry on the amendments of the principal legislation - Trade Standards and Quality Control Act and the National Trade Measurement Act.	Finalised proposed amendments to the Trade Standards and Quality Control Act (TSQCA) 1992  Finalised proposed amendments to the National Trade Measurement Act (NTMA) 1989	Quarter 4	
		Undertake consultations with stakeholders on the draft legal framework that supports the national QI.						
		Implementation of the amendments to the Trade Standards and Quality Control Act 1992 (TSQCA) and the National Trade Measurement Act				Conduct consultations with the members of the National Standardisation Strategy to finalise Strategy and a Standards Action Plan.  Increased number of adoption and creation of regional and national standards.  Conduct awareness sessions on compulsory Standards		National Quality Policy document to be used by QI entities  Standardisation work programme that reflects national priority needs - economical, environmental and social.  Adoption of international and regional standards promoting effective and efficient public policies and regulations that supports the UN Sustainable Development Goals
		Developing a National Standardisation Strategy which should distinguish national economic needs that can be addressed through standardisation.						
		Participation in the Pacific Islands Standards, Metrology and Testing Committees to strengthen network and partnerships in regional QI						
Establishing an accredited National Metrology Laboratory	Accreditation of National Metrology Laboratory							

**DEPARTMENT OF NATIONAL TRADE MEASUREMENT AND STANDARDS**

**Strategic Vision 4: Positioning Fiji as a regional hub in quality infrastructure focusing on areas of metrology and standardisation**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		that should also serve the region in meeting its QI needs					
		Implementation Plan on the upgrade of the National Metrology Laboratory		DNTMS	Implementation plan for the upgrade of National Measurement Laboratory endorsed by Cabinet	5-year Implementation Plan for the National Measurement Laboratory with clear timelines finalized	Quarter 3
					Submission of Plan to Cabinet for endorsement	Endorsed Cabinet Decision	Quarter 4
A fair and equitable market environment	Inspections and market surveillance	Coordinate and undertake inspections and market surveillance	\$110,000	DNTMS	Reports on inspection and market surveillance	Reports	Quarterly
		Develop Standard Operating Procedures			Standard Operating Procedure manuals - Inspections, Complaints, and other relevant SOPs	SOPs finalised and developed	
		Complaints investigation procedures			Initiate complaints procedures in investigations	Investigation Reports	
		Formulation of a Metrology National Compliance Plan 2024-2025			Consultations on the Metrology National Compliance Plan held internally and externally	Metrology National Compliance Plan Metrology Inspections and Audit schedules	
	Promoting Customer Services to our clients	Internal consultations on a Customer Service Charter		DNTMS	Improved customer services to clientele	Customer Service Charter	Quarter 3
Development of Standards		Undertake market assessment for sectors where standards are required	\$110,000	DNTMS	Increase in the adoption of new regional and international standards and the creation of national standards	Assessment report on key standards to focus on for the next 3 – 5 years	Quarter 4
		Assessment of new standards projects proposals leading to stakeholder consultations					

**DEPARTMENT OF NATIONAL TRADE MEASUREMENT AND STANDARDS**

**Strategic Vision 4: Positioning Fiji as a regional hub in quality infrastructure focusing on areas of metrology and standardisation**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		Develop appropriate standards for consideration by the Trade Standards Advisory Council Contributing to international and regional standards development			Participation in Pacific Islands Standards Committee and PISC technical committee meetings, ISO and IEC meetings  World Standards Day Celebration	and made available on social media platforms  Cabinet endorsement of new standards developed  Approval of regional standards under PISC  Annual event	
	National collaboration on food safety and other relevant areas that require the development of standards	National Taskforce on Food Safety Action Plan	\$2,000	DNTMS	Signing of Memorandum of Understanding of the National Taskforce on Food Safety.  Stocktake of food laws and regulation of the members of the Taskforce  Provide a conduit for food handling, food safety training between the food retailers and the major tertiary institutions.	Endorsed interagency MOU between the members of the National Taskforce on Food Safety.  Complete compilation of food safety regulations and policies existing between the nine agencies of the Taskforce.  Complete list of training on food handling, safety after discussions with Fiji National University and the University of the South Pacific.	Quarter 2  Quarter 4  Quarter 3



**DEPARTMENT OF CO-OPERATIVE BUSINESS**

**Strategic Vision 5: Rejuvenating and strengthening the Co-operatives movement and its contribution to Fiji**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
Strengthen data capacity and digital integration	Digitalisation of Services	Digitise the Co-operative registration process	\$9,500	DRC	Functional online registration system	Reduction in registration process timelines.  Digitise a total of 500 Co-operative records. Currently the Department has a total of 1,114 registered Co-operatives.  Online application platforms for Cooperatives Development Fund (CDF)	Quarter 4
Strengthen and modernise policies for the development of Co-operatives	Finalise amendments to Co-operatives Act	Undertake review and consultation on the Co-operatives Act		DRC	Submission to Co-operative Act to Cabinet Conduct consultations	Complete draft of the Co-operative Act for submission to Cabinet  Conduct nationwide consultations	Quarter 2
Create sustainable co-operative movement	Facilitate, register and monitor smooth operations Co-operatives	Conduct awareness and registration of Co-operatives	\$12,500	DRC	Increased awareness on Co-operatives registration process  Co-operative registrations	At least 250 awareness sessions  50 cooperatives registered	Annually
		Improve coordination of existing Ministry financial assistance and training programmes with other Government agencies for		DRC	Effective assistance provided to Co-operatives movement	At least 80 general business awareness and development sessions engaged with communities across Fiji (20 per divisions)  At least 5 cooperatives registered with Fijian made license	Quarter 4

**DEPARTMENT OF CO-OPERATIVE BUSINESS**

**Strategic Vision 5: Rejuvenating and strengthening the Co-operatives movement and its contribution to Fiji**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		better service delivery for Co-operatives			Promote Fijian Made license on operating co-operatives		
	Effective Monitoring of projects supported by the Ministry and registered Co-operatives	Monitoring and Evaluation of Co-operatives to provide evidence base data for policy advocacy.	\$3,000	DRC	Increased visitation and monitoring of co-operatives for compliance to Act.	Co-operative profile of 500 co-operatives	Quarter 2
		Undertake co-operative liquidation		DRC	Carryout liquidation of non-operating co-operatives	Report on 4 Liquidation	Quarter 3
	Encourage women, youth and people with disability to participate Co-operative	Increase awareness on women, youth and people with disability to participate in Co-operatives business	\$7,000	DRC	Increased participation of women, youth and people with disability in Co-operatives	Increased appointment of women, youth and people with disability in co-operative management position by 30	Annually
	Provide access to finance to co-operatives	Promote and utilise the Cooperative Development Fund(CDF) to provide access to finance/grants to Cooperatives for value addition, business or product diversification, increase productions or for export.	\$400,000	DRC	Successful Cooperatives assisted	At least 20 Cooperatives throughout the divisions to be assisted.	Annually
To strengthen Co-operatives College and provide quality training and development through the College	Development of internationally recognised Co-operatives Curriculum	Finalise MOU/MOA with relevant stakeholders	\$5,000	DRC	Submission of curriculum and training materials to accredited institutes  Effective partnerships	Accredited training programmes  Endorse MOU with relevant agency(s)	Quarter 4

**DEPARTMENT OF CO-OPERATIVE BUSINESS**

**Strategic Vision 5: Rejuvenating and strengthening the Co-operatives movement and its contribution to Fiji**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
	Build capacity in Co-operatives through targeted intervention and training	Conduct trainings for Co-operatives and in collaboration with technical agencies	\$5,000	DRC	Increased trainings for Co-operatives members	At least 30 per division targeted Co-operative trainings to be conducted with at least 50% youth and women in attendance	Annually

**MSME FIJI UNIT**

**Strategic Vision 6: Enhancing MSME contribution to Fiji's Economy**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
Creating a robust and resilient economy by empowering the grassroots communities, young entrepreneurs and MSMEs	Improved access to markets, standards, presentation and hygiene for produce	Completion of Navutu Roadside Stall	\$80,000	DE	Roadside stalls established in partnership with the private sector.	Selection of a New Contractor	Quarter 1
		Provision/relocation of standardised roadside stalls for vendors.			Structure of stalls to be constructed in future to be improved to be in line with weather conditions and needs of the vendors.	Formalisation of Business Entity	
		Impact assessment on the roadside stalls programme to date			Location of future stalls to be determined based on economic impact.	Completion of Navutu Roadside Stall	
						Handover of the Navutu Roadside Stall to community	
						Promotion and execution of PPP to establish SRS	Quarter 1
						Monitor and Inspect Roadside Stall	Quarter 4

**MSME FIJI UNIT**

**Strategic Vision 6: Enhancing MSME contribution to Fiji's Economy**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>	
					Relocation of existing stalls to meet market demand	Submit a report on impact assessments.  Renew Lease Agreements		
Enhance data capabilities and improve digital integration	Digitalisation of Services	Develop a coordinated database/information management system to assist with data collation regarding MSMEs for improved policy development for both formal and informal enterprises		PD	National MSME Database	Active and functional/ operational database	Quarter 4	
		Enhanced access to Ministry enterprise development programmes				Online Application Platforms MSME grant programmes		
Vibrant and sustainable co-operative and MSME business environment	Finalise new MSME Act	Undertake consultations with stakeholders on development of MSME Bill		PD	Submission of the MSME Bill to Cabinet	Complete draft of the MSME Bill for submission to Cabinet	Quarter 2	
	Finalise policy and legislation on an alternative financing for MSMEs	Work with development partners on finalising Access to Business Funding		PD	Develop Work Plan for the implementation of the Access to Business Funding Bill with working group	Implementation of the Work Plan	Quarter 3	
	Develop of a MSME Strategic Plan that guides the direction of MSME development in Fiji	Undertake Validation Workshop on the MSME Strategic Plan		\$50,000	PD	Submission of the Strategic Plan to Cabinet	Completion of a MSME Strategic Plan	Quarter 2
							Implementation of MSME Strategic Plan	Quarter 3
Coordinate and engage with MSME development	Engagement with MSME development partners		\$200,000	PD	Active participation in events and engagements that promote MSME focused service and/or	At least 30 collaborations/engagements with partners for MSME development	Quarter 4	

**MSME FIJI UNIT**

**Strategic Vision 6: Enhancing MSME contribution to Fiji's Economy**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
	partners for MSME growth				programme and entrepreneurial system		
	Effective monitoring of MSMEs supported by the Ministry	Monitoring and Evaluation of MSMEs to provide evidence base data for policy advocacy.		PD	Monitoring and Evaluation reports presented to management.	At least 8,000 M&E visitations to be carried out for all projects monitored by the MSME M&E Team  At least 1 M & E report and impact assessment report for each programme	Quarter 4
	Building Capacity in MSMEs through targeted intervention and training	Conduct business trainings		PD	Increase training sessions for MSMEs	At least 45 MSME training sessions with at least 50% youth or women in attendance	Annually
Provide access to finance to MSMEs through Income Generating Projects	Improve Access to Information -Effective awareness created and public engagement on MSME Programme	Programme Advocacy and Marketing of MSME Programmes		PD	Presentation and advocacy coverage of MSME Programmes at relevant events  Implementation of Marketing Plan	MSME Programmes promoted at least 5 major public engagements across the country  Monthly Media Coverage of MSME related topics	Quarter 1 – 4
	Successful implementation of programmes administered for the development of MSMEs	Promote entrepreneurial culture through the Young Entrepreneurship Scheme (YES)	\$200,000	PD	Quality YES successful recipients	At least 6 young entrepreneurs assisted through the grant component of the YES	Quarter 4
		Promote and assist MSMEs in the Northern Division accessing finance through the Northern Development Programme	\$800,000	PD	Successful recipients of equity assistance	At least 75 enterprises supported through the Northern Development Programme.	Quarter 4
		Promote the Integrated Human Resource	\$1,700,000	PD	New livelihoods created	Funding of 11 New Income Generating Projects to support livelihoods	Quarter 4

**MSME FIJI UNIT**

**Strategic Vision 6: Enhancing MSME contribution to Fiji's Economy**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		Development Programme to in rural and peri-urban areas					
		Utilising the National Export Strategy to provide access to finance for firms to increase their export capacity	\$400,000	PD	All NES recipients successfully increase export capacity	At least 4 enterprises supported through the National Export Strategy	Quarter 4
		Implementing and assisting micro businesses through Trade Enhancement Programme	\$500,000	PD	Successful recipients of assistance	At least 500 successful applicants supported	Quarter 4

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
Secure and reliable Government Network (GOVNET)	Review of Government ITC Network including- System design, Cloud strategy, cybersecurity, governance and resources	Market sourcing exercise (tender) which includes requirements gathering, tender advertisement, tender award and contract management	\$700,000	MITC	Submission of reviewed reports	Identifying improvement required on the Government ICT Network	Quarter 4
	Improve security of the Government ITC Network (GOVNET)	Review an upgrade of the existing solutions and implement new systems for effective security monitoring of the infrastructure  Comprehensive procedure for incident handling and reporting Upgrade and implementation of new security and network controls .  Security Awareness Training	\$4,600,000	MITC	Number of additional security features installed  Vulnerability test  Awareness conducted	Addressing Security vulnerabilities on all our network and system devices by 90%  Setup of new security tools  Carry out an internal ISMS audit or test	Ongoing
	Upgrade of the System and Network Infrastructure	Review of the existing systems, network connectivity and infrastructure	\$700,000	MITC	Number of Systems and Network upgrades undertaken	Improved GOVNET connectivity	Ongoing
	Implementation of ICT policies	Review of existing ICT policies and standards		MITC	Number of policies reviewed	Policies and procedures are reviewed	Quarter 4

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES									
Strategic Vision 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.									
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe		
		Awareness Implementation							
Procurement of ICT goods with assurance of value and compliance	Facilitating government ICT procurement	Managing of Procurement Process and activities		MITC	Number of procurements awarded, and contracts vetted by OSG	Awareness initiatives undertaken resulting in savings from negotiation	Quarter 4		
		Invest in Green technology							
		Invest in latest ICT infrastructure							
		Standardise common ICT contracts for whole of Government							
Design and implement digital transformation strategies for Government services (digitalFIJI Ecosystem)	Availability of government services on a digital platform.	Provide ongoing support and maintenance for the digitalFIJI ecosystem and ITC which includes overseas service requests	\$1,000,000	DDGT MITC	The systems which are a part of the digitalFIJI ecosystem and ITC continue optimal operation with minimum downtime and service requests completed on time, considering the impact analysis, priority levels and resource availability.	System uptime is maintained at the highest levels, and service requests are attended to promptly.	Ongoing		
		Conduct reviews and analysis of the digitalisation projects planned for Government agencies, and assisting agencies with queries or clarifications regarding the digitalised systems.		DDGT			Effective reviewing of planned digitalisation projects by the government, and prompt assistance to agencies requiring support.	Timely feedback and assistance provided on the digitalisation projects planned for the Government.	Ongoing
		Ensuring that systems are not only operating efficiently but are also up-to-date with the current requirements of		DDGT			Timely implementation of the changes as per the designated timelines set for the respective change requests	Successful deployment and availability of the fully-functional enhancements on the	Ongoing



DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		the systems under the digitalFIJI ecosystem.			Ensure systems undergo a thorough quality assurance process prior to deployment.	production environment.	
	Centralised service for sharing of data amongst Government agencies	Provide ongoing support and maintenance of the Data Exchange Platform (DXP)  Facilitate onboarding of publishers and subscribers in a timely manner		DDGT	Assess requests from agencies to become a publisher and subscriber to DXP in a timely manner	Successful onboarding of subscribers and publishers in a timely manner and continuous availability of data in the DXP platform for subscribers	Ongoing
	An Integrated Platform for License and Permit Approval	Ensure efficiency in the rollout of Fiji Integrated Licences and Permits Approval system	\$7,089,882	DDGT	Finalisation of functional and non-functional specifications  Develop system as per agreed specification	Required sign-off completed in a timely manner and system operational with minimum disruptions after it is live.	Ongoing
	Providing Support to Government Ministries for Digital Transformation Initiatives	Providing support to Department of Building and Government Architects		DDGT	Timely support provided to the department	Terms of Reference developed	Quarter 1
		Providing support to Ministry of iTaukei Affairs		DDGT	Timely support provided to the department	Technical team trained on best practices	Quarter 3
		Providing support to Ministry of Employment, Productivity and Workplace Relations		DDGT	Timely support provided to the department	eServices directory developed and launched with at least 10 agencies onboarded	Quarter 2
	Development of the eServices Directory	eServices directory planning, development, testing and maintenance		DDGT	eServices directory developed and launched with agencies onboarded	eServices directory developed and launched with at least 10 agencies onboarded	Quarter 2
Develop organisational	Knowledge transfer of	Guide and support agencies pre-handover		DDGT/MITC	Support and guidance provided to agencies in a	Training is conducted with the respective	Ongoing

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
capacity to independently manage systems and data.	applications to build capacity within organisations for self-management.	on debugging, troubleshooting and scripting processes.			timely manner before, during and after system handover.	agencies, spanning from project management, development, and maintenance.	
Enhance regional and international cyber partnerships and cooperation	Participation in areas of regional and international partnerships and cooperation	Engage with development partners  Budapest Convention Obligations commence from October 2024  UN AdHoc Committee  UN-OWEG negotiations (2 sessions remaining and future permanent mechanism)		DG/MITC	Active participation and increased collaboration with development partners as a result of such cooperation  Ensure global and regional documentation reflects national priorities and interests	Closer bilateral, regional and multilateral engagements, leading to documents and implementation frameworks prioritising Fiji's national interests.	Ongoing
Support the groundwork for the implementation of Digital National Identification System	Secure and Inclusive Digital Identification System	Work on supporting the establishing the framework and work on key areas for the National ID system		DDGT MDES	Commencement of phase one of the project by RBF.  National ID steering committee setup and meetings conducted.	Phase one commenced.  Steering committee meetings are regularly conducted.	Ongoing
Comprehensive Framework for Digital Transformation and Cybersecurity	Development and Implementation of the National Digital Strategy	Submit strategy for cabinet endorsement and carrying out activities in the strategy.	\$100,000	DG/DDGT	Timely completion of the national Digital Strategy document and successful endorsement and approval of the policy by relevant authorities.	Achieve the approval and publication of the national digital policy within the specified timeframe, and	Ongoing

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
						implement at least one strategy area.	
	Development of the National Cybersecurity Strategy and action plan	Finalisation of the Strategy	\$50,000	DG DDGT	Timely completion of the draft Cybersecurity Strategy	Multi stakeholder consultations conducted, and policy approval for the Cybersecurity strategy.	Ongoing
	Support the capacity building of the 24/7 Points of Contact Network	Support the 24/7 points of contact for effective operations		DG as National Coordinator for COE	Facilitate trainings for the 24/7 points of contact	Facilitation of trainings for the 24/7 points of contact	Ongoing
Implementing data protection initiatives	Spearheading national data protection initiatives	Engagement of relevant donor partner  Recruitment of policy officers  Acceding to the Convention 108+  Developing Fiji's Data Protection Policy / Legislation with stakeholder consultations	Donor funding being explored including technical, legal and policy support	DG DDGT	Donor partner engagements  Policy staff funding secured  Process for accession to Convention 108+ commenced  Process of developing Fiji's Data Protection Policy/Legislation commenced	Donor partner identified and engagements commenced  Policy staff recruited  Accession to Convention 108+  Fiji's Data Protection Policy/Legislation developed after stakeholder consultations	Ongoing

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
Enhanced digital connectivity through the successful deployment of 5G technology	Planned allocation of 5G spectrum through a structured framework with a transparent and sustainable pricing model.	Conduct Spectrum Assessment, Develop Spectrum Allocation Framework, Design a Transparent and Sustainable Pricing Model, Regulatory and Policy Readiness, Stakeholder Consultation and Engagement, Implementation and Monitoring.		PE DDGT	Performance will be measured by timely spectrum allocation, adoption of the pricing model, readiness of regulatory frameworks, stakeholder engagement, timely license issuance, and effective monitoring systems.	<b>Spectrum allocation completed</b> as per the approved framework. <b>Transparent pricing model implemented</b> and publicly available. <b>Regulatory and policy framework finalised</b> and enforced. <b>Stakeholder consultations conducted</b> <b>Telecom operators assigned spectrum licenses</b>	Quarter 1
Efficient and Transparent Spectrum Allocation	Streamlined Spectrum Licensing	Review Application Processing, Spectrum Planning and Allocation, Set up Spectrum, Management System		PE DDGT	Spectrum Application processing time  Number of processed licences	Reduced licensing processing time. Improved Rate of Licence Processed High Customer Satisfaction Rate	Quarter 4
Resilient and Secure Submarine Cable Infrastructure	Submarine Cable Landing Station Management	Oversight of Regular Inspection and Maintenance, Vendor Performance Monitoring		PE DDGT	Timely Payments to Vendors - Work done and reports	Number of Maintenance Activities - No Downtime	Ongoing
Improved Emergency Response	Develop the National Emergency Telecommunications Plan	Work with ITU to gather information in developing the NETP, Facilitate Stakeholder consultation.		PE DDGT	Consultations with stakeholders conducted. Finalisation of NETP and launch.	Draft National Emergency Telecommunication Plan for submission to Cabinet.	Quarter 3

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		Review of Plan and endorsement					
	Study on Implementing a Single Emergency Number	Work with a development partner for completion of baseline study.  Completion of mapping exercise for all the emergency numbers and solutions already available in Fiji.  Completion of first round of stakeholder consultations		PE DDGT	Timely Progress of Study by the Development Partner  Stakeholder Consultation	Collaboration with development partners.  Submission of baseline study	Ongoing
Enhanced Digital Inclusion and Access	Efficient Telecentre Operations	Carry out site visits for all telecentres  Upgrade telecenter infrastructure and technology  Resolve technical issues reported by users  Monitor and evaluate the impact of telecenter services	\$250,000	PE DDGT	Timely resolution of technical issues reported by users  Availability and functionality of essential digital services  User satisfaction with telecenter services	Attain a satisfaction rating of 85% and above from telecenter users  Ensure a minimal downtime due to technical issues.	Ongoing

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
		Setup new telecenters in areas identified					
	Universal Access project	Gazette declared sites submitted by the Telecommunications Authority of Fiji		PE DDGT	Percentage of sites connected	Connect the identified unconnected schools	Ongoing
Improved Technological Infrastructure and Services on Islands	Implementation of SMART Island project	Implement preliminary solutions identified.  Identify new solutions and funding		PE DDGT	Successful Implementation of proposed solutions.  Commencement of Implementation of smart islands project in Rotuma	Implement planned smart solutions within the identified project timeline.	Ongoing
National Entity for Computer Emergency Response	Setting up of a National CERT	- Work with partner agency in setting up CERT infrastructure - Recruit CERT staff - Launch CERT		DG DDGT	- Setting up the CERT infrastructure as per timelines - Submission of Job Description to Civil Service by Q2 - Recruitment of CERT positions by Q3 - Launch of CERT in Q4	- Fully set up CERT infrastructure - Completion of Recruitment for CERT Staff. - Launch of CERT	Quarter 4
Cybersecurity Maturity Model (CMM) Assessment	Cybersecurity Maturity Model Assessment	Review of the CMM assessment which has been prepared by the OCSC		DG DDGT	CMM report thoroughly reviewed and accepted	CMM report finalised and the development of the Cybersecurity	Quarter 2

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
						strategy commences.	
Review and Study for the Maritime Radiocommunications Upgrade for Suva Radio 3DP	Maritime Radio Communications Update Review	Preparation of the ToR for the Feasibility Study  Conduct the Feasibility Study and Stakeholder Engagement  Implement the Agreed Implementation for the Upgrade		PE	Preparation of the Terms of Reference and stakeholder meetings conducted	Feasibility study completed.  Stakeholder meetings conducted.  Implementation for the upgrade	Ongoing
Support the initiation and running of Task Force	Continue support to the National ICT Taskforce	Provide secretarial support for the taskforce.		DDGT TC USA DT	Objectives of the Taskforce as per the TOR achieved.	1. Taskforce achieves its goal within 18 months from first meeting. 2. Taskforce meetings regularly conducted (At Least once every 2 months)	Annually
	Continue support to the National Taskforce to Address Pornography			DG DDGT	Objectives of the Taskforce as per the TOR achieved.	1. Taskforce achieves its objectives within 18 months from first meeting. 2. Taskforce meetings regularly	Annually

DIGITAL GOVERNMENT TRANSFORMATION OFFICE, DEPARTMENT OF COMMUNICATIONS AND INFORMATION, TECHNOLOGY AND COMPUTING SERVICES							
Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy							
Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
						<p>conducted (At Least once every 2 months)</p> <p>3. Working groups formed and contribute to the goals of the taskforce</p> <p>4. The Ministry joins the WeProtect Global Alliance - Global Taskforce</p>	
Hosting of Conferences and Workshops	Hosting of regional and international conferences	<p>UNIDIR Workshop on International Law and Cyberspace</p> <p>ITU Workshop on Digital Transformation</p> <p>Interpol workshop</p> <p>Potential APT 18th PRFP (August / September)</p>		DG DDGT Principal Engineer	Workshops and conferences hosted in collaboration with partners	Workshops and conferences successfully hosted	Ongoing
Improved Network, Security and hosting facility and services	Upgrade of the ICT network infrastructure	Review of the existing ICT infrastructure hosting services	\$1,500,000	MITC	Minimal downtime	More than 90% of the systems uptime	Ongoing



**HUMAN RESOURCES UNIT**

**Strategic Vision 9: Ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	Efficient productive and high performing workforce	Recruitment of appropriate talent and skilled employees	\$5,000	HHR	80% of vacancies processed within 60 days of becoming vacant	Effective recruitment and talent retention plan	Annually
		Effective use of human resource			80% of workforce are multi-skilled employees	Realignment of Job Description	Quarter 3
		Retention of high performing employees			80% of employees are retained	Finalised Recruitment and Retention Plan Effective Succession Plan in place	Quarter 4
		Performance Measurement System adopted			80% of employees effectively achieve the targets set in the IWPs in line with the Operational Annual Less than 5% of employees with below average performance standards	Annual Performance Assessment Report	Quarter 4
	Staff Development and enhancement of technical skill sets	Consistent support for workforce capacity building and upskilling	\$2,000	HHR	80% training courses matching Ministry requirements 15% of employees undertake personal qualification development	Review Training and Development Plan Maintain skills register for review of Job Description or Succession Plan requirements	Quarter 4

**HUMAN RESOURCES UNIT**

**Strategic Vision 9: Ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
	Implement Online HR Tools	Implementation of HRIS 2.0 and task tracker (project management system instead of task tracker and fleet management system)		HHR	Reduction in time and use of paper for routine HR work  Project management tool, assists staff in keeping track of project activities and timeline	Enhanced record keeping and accountable use of resources	Ongoing
	Policy Formulation	Formulation and implementation of Policies  Review of existing Policies		HHR	Flexible Work Policy Customer Service Policy Customer Service Charter Whistle Blowers Policy Human Resources Manual Information Management System Policy  Leave Policy Staff Training Policy and Learning and Development Plan Internal Awards Policy Recruitment and Selection (based on MCS directives on transition to permanent appointment)	Increased awareness of good governance mechanisms	Ongoing
	Employee Satisfaction Survey	Implementation of Results Employee Survey		HHR	80% of employees participate in the survey  80% employees satisfied with the work assigned	Employee Survey Report with actionable results	Ongoing
	Asset Management	Proper Fleet Management	\$20,000	HHR	All transport requests facilitated efficiently  All vehicles kept in sound running condition at all times  Efficient monitoring system in place to combat vehicle abuse	Effective and efficient facilitation of organizational transportation needs  Regular monitoring of GPS Reports against Drivers daily running sheets	Ongoing

**HUMAN RESOURCES UNIT**

**Strategic Vision 9: Ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
	Efficient and effective service delivery	Development of Information Systems to digitize Ministry's core systems and processes that yield greater effectiveness and efficiency	\$35,000	HHR	Improved turnaround time in service delivery to stakeholders and clients	At least 25% of high volume and low value processes digitised  At least 25% of core processes digitised	Ongoing
		Development of a digitized customer feedback system			Enhanced system for customer feedback	More than 80% customer queries and complaints resolved	
		Development of eDoc (Document management system)			Organised documents electronically and managed accessibility over the internet with audit trail		
		Modification and regular updating of the Ministry website and Social Media Handles			Upgrading and maintenance of current website with new domain name. Updated news and needful information are available to the general audience.  Integration of ministry's programmes within one website.		
		Modification and regular updating of the IT equipment and systems			Installation of Biometric systems for all offices	Efficient monitoring and staff attendance from HQ with remote access to all Biometric systems.	
					Allocation of new IT equipment	Efficient Printers allocated to DNTMS Lautoka, MSME Fiji Rakiraki Office, DNTMS Vatuwaqa Lab and PA's to Hon DPM and PS.  New laptops to be allocated to Finance Staff to efficiently access the new FMIS.	
					Connect all Divisional Offices to the Govnet system to enhance efficiency.		

**HUMAN RESOURCES UNIT**

**Strategic Vision 9: Ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce**

Outcome	Outputs (What)	Planned Activities, processes or services (how)	Estimated Cost	Position with responsibility for achieving output	How performance of outputs will be measured	Targeted Output Performance (KPI)	Timeframe
					All staff have access to telecommunication tools.	MSME Fiji North office to be connected to Govnet system with their current server to be moved to Govnet as well for easy access and maintenance from HQ.	
					Enhanced document storage and sharing systems introduced.	All Offices to have Digital landlines. 2 servers to be configured and installed in the HQ Server Room and staff access to shared drive	
					Modification of Conference Room facilities.	Upgrading of HQ Conference Room video set with dedicated internet.	

**FINANCE UNIT**

**Strategic Vision 10: Achieve operational excellence through efficient financial processes and effective cost management**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
Enhanced internal business processes which safeguard the assets of the Ministry and provide accurate financial information	Achieve operational efficiency	Monthly Management Reports	N/A	HF	Submission of reports on time with clear recommendations	12 Monthly Reports	15 <sup>th</sup> of the New Month
		Quarterly Financial Reports on budget utilisation			Implementation of recommendations for improvement in financial management and utilisation of budget	4 Quarterly Reports	15 <sup>th</sup> of the New Month of the New Quarter
		Budget Utilisation Updates and formulation of Budget Proposal for new Financial Year			Budget Planning Meeting Re-strategise budget and KPIs in line with half year utilisation	Budget submission aligned to 5-year Strategic Plan	Quarter 2
Unqualified and clean Audit Accounts	Audited Annual Financial Statement for the previous financial year	Preparation of accounts for audit	N/A	HF	Enhanced compliance with the Financial Management System Development of Policies and internal control mechanism relevant to financial procedures and process Update to the PS on key accounts, especially the capital projects	To obtain an unqualified audit opinion	Quarter 1
Improved financial systems and processes	Digitalisation of financial processes	Process review and mapping	N/A	HF	Improved efficiency of processes	Design Financial SOPs	Quarter 4
	Designing policies for Trust Fund Accounts	Design Fiber Cable Management and Telecommunication			Reduction in time and use of resources to complete a process.	Endorsed Policy for Fiber Cable Management and	Quarter 1

**FINANCE UNIT**

**Strategic Vision 10: Achieve operational excellence through efficient financial processes and effective cost management**

<b>Outcome</b>	<b>Outputs (What)</b>	<b>Planned Activities, processes or services (how)</b>	<b>Estimated Cost</b>	<b>Position with responsibility for achieving output</b>	<b>How performance of outputs will be measured</b>	<b>Targeted Output Performance (KPI)</b>	<b>Timeframe</b>
		Development Trust Fund Accounts Policy and Standard Operating Procedures			Proper management and direction for usage of Trust account funds	Telecommunication Development Trust Fund	

## 7. OPERATIONAL BUDGET AND OVERHEADS

<b>Programme</b>	<b>Department/ Unit</b>	<b>SEG 1</b>	<b>SEG 2</b>	<b>SEG 3</b>	<b>SEG 4</b>	<b>SEG 5</b>	<b>SEG 6</b>	<b>SEG 7</b>	<b>Total Budget</b>
1	Policy and Administration	\$1,419,142	\$156,118	\$98,000	\$152,000	\$131,000	-	-	\$1,956,260
2	Economic and Trade Unit	\$812,129	\$33,337	\$23,000	\$37,000	\$105,000	\$49,450,000	\$6,081,000	\$56,541,466
3	Department of National Trade Measurement and Standard	\$559,050	\$65,609	\$23,000	\$160,200	\$11,000	-	\$225,000	\$1,043,859
4	Department of Cooperative Business	\$872,955	\$100,097	\$47,000	\$67,300	\$29,500	-	\$26,000	\$1,142,852
6	MSME Fiji Unit	\$932,292	\$45,835	\$41,000	\$35,000	\$37,000	-	\$320,000	\$1,411,127
7	Digital Government Transformation	\$1,469,088	\$19,596	\$160,000	\$32,700	\$893,500	-	\$8,139,882	\$10,714,766
8	Communications	\$404,874	\$18,597	\$165,000	\$323,372	\$386,314	\$9,681,046	\$450,000	\$11,429,203
9	Information Technology and Computing Services	\$1,958,651	\$37,086	\$2,047,000	\$882,200	\$4,712,000	-	-	\$9,636,937
<b>TOTAL</b>		<b>\$8,428,181</b>	<b>\$476,275</b>	<b>\$2,604,000</b>	<b>\$1,689,772</b>	<b>\$6,305,314</b>	<b>\$59,131,046</b>	<b>\$15,241,882</b>	<b>\$93,876,470</b>

### 7.1 Budget Cash Flow Forecast and Resourcing Plan

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specalised Equipment and Facilities	External Expertise		
<b>Strategic Vision 1: Enhancing Fiji's trade and economic position globally</b>											
Secured and improved market access to the region and international markets for Fijian made goods and services	Increased and secured Market Access	DT DDT PTE STE TPO								Quality of market access provided Lengthy negotiations on biosecurity pathway Fiji can be required to provide reciprocal market access or other benefits to trading partners Competition for Fijian made goods and services in the respective markets Costly set up In-country procedures and conditions to comply with	Thorough feasibility studies done for the engagement with trading partners for best results Establish list of priority products that for negotiations Use of Trade Commission to promote Fijian Made products and services Sharing resources with the Fijian High Commission Better negotiations

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
										Absence of certain skills and technical knowledge	Engage external technical support
Securing Fiji's position and competitive advantage in the region, as the centre of trade and economic activities										Lack of high-level commitment from agencies Lack of awareness on the achievements	For the sectoral policy recommendations, the relevant agency to be given the responsibility to lead the implementation  Review of the FTPF implementation to be published for maximum reach
	Implementation of the WTO Trade Facilitation Agreement	DT DDT PTE STE TPO	\$10,000	\$					Film Fiji FRCS	Delayed approval from Ministry of Finance in respect to the Ministry's request for excess approval for execution of payment of outstanding rebates	Work with the Ministry of Finance on timely execution for payment of outstanding rebates



Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	Timely execution of payments for new film tax rebates	DT DDT PTE STE TPO	\$10,300,000	\$2,376,816.80	\$4,000,000		\$3,989,539.80		Film Fiji FRCS	<p>Delayed submission of application for final certificate of film tax rebates from productions to Film Fiji for further approval from the Ministry</p> <p>Delayed audit reports from the Fiji Revenue and Customs Service</p> <p>Delayed approval from Ministry of Finance in respect to the Ministry's request for excess approval for execution of payment of outstanding rebates</p>	<p>Work with the Ministry of Finance on timely execution for payment of outstanding rebates</p> <p>Work with FRCS for timely delivery of productions audit report</p>
	Increased presence of Fiji and Fijian made goods and services at the OSAKA EXPO 2025	DE PBAO EPO	\$500,000	\$150,000	\$150,000	\$150,000	\$50,000				
<b>Strategic Vision 2: Making Fiji a premier destination for doing business</b>											
Increased attractiveness of Fiji as an Investment destination	An accessible, informative, up to date and user-friendly online information portal.	TC DT MBR BRO TPO	\$15,000	\$15,000				businessNOW Fiji Portal	Project Management Office	Outdated Content- The portal may not be regularly updated, leading to the dissemination of incorrect information.	A dedicated officer to regularly update the portal's content, ensuring accuracy and timeliness.
	Streamlined approval							Server	Business Reform experts		

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	processes for 'Starting a Business' agencies								WBG/IFC experts on reforms and subject experts for technical advice Legal Expert for drafting of legislations and regulations IT experts to develop online system	make the change for the better.  Delays in Development- Technical challenges or scope creep could lead to project delays.  Unintended Consequences and implementation gaps- Streamlining one process may create new bottlenecks elsewhere.	from to progress the project.  Project Management Office on ground- agile methodologies could be used to manage the project, allowing for iterative development and early identification of issues.
	Implementation of the Integrated 'Starting a Business' subsystem.										
	Development of the Building Permits Approval subsystem.										
	Efficient approval processes and removal of bottlenecks in the business environment.									Overly Ambitious Scope given the data collection starts in May 2025- A holistic reform exercise may be too broad, leading to resource constraints and implementation challenges.	Implement a continuous monitoring system to track the impact of changes and make necessary adjustments in real-time.  Action plan that targets attainable yet impactful reforms.
	Improvement of the Investment Act and related regulations									Inappropriate IT infrastructure to bring agencies online	Work with the agencies and development partners to upgrade IT infrastructure.
	Undertake an overall and holistic reform exercise to position Fiji favorably in the B-READY report								Legal expert for drafting of regulations IT expert to develop online system WBG/IFC experts	Inadequate understanding of reforms and the new procedures Resources and technical expertise to undertake the project	Training of agencies on the use of digital processes.  Create awareness through industry meetings and media.

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
										Slow implementation of the new processes and use of online system	Engage development partners for financial and technical support to develop the system that will be hosted on/linked to bizFIJI.  Change management workshops, technical training for officials and private sector.
<b>Strategic Vision 3: Stimulating private – sector led growth</b>											
Revitalise the Fijian Made - Buy Fijian Brand domestically and internationally	Enhance Compliance and Standards for the Fijian Made-Buy Fijian Brand	TC DE PBAO SE EPO CC	\$80,000	\$20,000	\$20,000	\$20,000	\$20,000	Consultancy Expertise Conference Room Recording Devices		Delay in the review of guidelines  Increase competition for Fijian Made products in the domestic, regional and international markets  Resource constraints due to reduced budget	Ensure guidelines are reviewed according to markets  Utilise social media platforms to maximise reach  Undertake brand review to address any issue  Partnership with private sector and other stakeholders
	Increased awareness and availability of Fijian Made products and services in the international markets (existing and new)	DE PBAO SE EPO CC						Consultancy Expertise Conference Room Recording Devices	Market analysis experts Foreign Mission and Trade Commissions Private Sectors	Compliance standards are too onerous and/or not acknowledged by licensees	Review of processes and procedures to make them simpler to understand  More awareness on the benefits of compliance

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	Ensuring that skills are addressed through the implementation of Registration of Skilled Professionals Act 2016	DT DDT PTE STE TPO	\$6,000	\$1,500	\$1,500	\$1,500	\$1,500		Technical support for skills gaps analysis  Technical assistance to develop appropriate portal for information on SPEC and the required skills for Fiji	Lack of awareness on the purpose of Registration of the Skilled Professionals Act  Resistance from Professional bodies	Awareness plan to target key industries  Identify the areas where Fiji has skills gaps and develop a list of professional needs
<b>Strategic Vision 4: Positioning Fiji as a regional hub in quality infrastructure focusing on areas of metrology and standardisation</b>											
Modernised Trade Metrology and Standard organisation that can provide quality services to the region	Improved Trade Standards and Metrology services	MP	\$15,000	\$3,750	\$3,750	\$3,750	\$3,750			Lack of technical understanding and capacity  Lack of resources both financial and technical  Lack of commitment from stakeholders on the review  Lack of proper planning for the Department	Engage development partners to assist in securing appropriately skilled personnel to assist in the review of the legislations  Create awareness of importance of review and reforms  Cabinet endorsement and mandate to complete the review  Develop a 3 – 5 year plan for the Department
A fair and equitable market environment	Inspection and market surveys	MP	\$15,000	\$3,750	\$3,750	\$3,750	\$3,750			Inspections deferred by weather – accessibility would be affected  Resource constraints affecting inspection in	Visits to outer regions to be scheduled out of cyclone season, whilst cities and towns can

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
										<p>maritime and certain rural areas</p> <p>Inadequate skills for investigations</p> <p>Lack of resources to undertake activities such as testing</p> <p>Commitment from stakeholders to provide feedback on standards</p> <p>Lack of technical expertise</p> <p>Demarcation of role of standards developer and regulator of standards</p>	<p>have a continuing schedule</p> <p>Visits to outer islands to be coordinated with other agencies to reduce costs</p> <p>Training of officers in investigation procedures</p> <p>MOUs with relevant technical agencies</p> <p>Standards development subcommittees to include all key stakeholders</p> <p>Engage technical expertise in the specialised area of standards development</p> <p>Review of legal framework</p>
	Development of Standards	MP	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000				
<b>Strategic Vision 5: Rejuvenating and strengthening the Co-operatives movement and its contribution to Fiji</b>											
Strengthen data capacity and digital integration	Digitalisation of Services	DRC CBA SCO	\$9,500	\$2,375	\$2,375	\$2,375	\$2,375			Lack of staff to undertake scanning	Recruit NEC volunteers to undertake scanning of documents.
Create sustainable	Facilitate, register and monitor smooth	DRC CBA SCO	\$12,500	\$3,125	\$3,125	\$3,125	\$3,125			Lack of staff to engage in M & E works	Recruit additional staff to cover the maritime

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
co-operative movement	operations Co-operatives										areas for awareness and M&E
	Effective Monitoring of projects supported by the Ministry and registered Co-operatives	DRC CBA DMs	\$3,000	\$750	\$750	\$750	\$750			Incomplete registration documents  Non-submission of financial reports by Co-operatives	Divisional Offices to scrutinise document before submission  Encourage compliance through "Target 100" project  Enforce Section 119 of the Co-operative Act (Penalty for Non-compliance with Act)
To strengthen Co-operatives College and provide quality training and development through the College	Development of internationally recognised Co-operatives Curriculum		\$5,000	\$1,250	\$1,250	\$1,250	\$1,250			High cost in engaging consultant  Delay in procurement	Seek assistance from Technical Institutions/ Development Partners  Plan all procurement in Quarter 1
	Build capacity in Co-operatives through targeted intervention and training		\$5,000	\$1,250	\$1,250	\$1,250	\$1,250			High cost in engaging consultant  Delay in procurement	Seek assistance from Technical Institutions/ Development Partners  Plan all procurement in Quarter 1
<b>Strategic Vision 6: Enhancing MSME contribution to Fiji's Economy</b>											
Vibrant and sustainable co-operative and MSME business environment	Develop of a MSME Strategic Plan that guides the direction of MSME development in Fiji	PD CBA PBAO SBAO	\$50,000	\$20,000	\$10,000	\$10,000	\$10,000			Lack of engagement with entity  Delay in Stakeholder Engagement	Awareness on the MSME Fiji Clear and widely consulted policy direction

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	Coordinate and engage with MSME development partners for MSME growth	PD CBA PBAO SBAO	\$270,000	\$67,500	\$67,500	\$67,500	\$67,500			Inefficient resource use during re-organisation  Lack of engagement with new entity	Careful and thorough planning throughout the process  Clear and widely consulted policy direction  Awareness on the MSME Fiji
	Improved access to markets, standards, presentation and hygiene for produce young entrepreneurs and MSMEs	DE PBAO SE EPO	\$80,000	\$20,000	\$20,000	\$20,000	\$20,000			Lack of commitment from the communities  Inadequate stalls to meet demand	Thorough market analysis on needs - based assessment  Expression of Interest for Standardised Roadside Stalls
<b>Strategic 7: Leverage digital technologies to transform public service to ensure efficiently and effectively meet the evolving needs of our citizens.</b>											
Secure and reliable Government Network (GOVNET)	Review of Government ITC Network including- System design, Cloud strategy, cybersecurity, governance and resources	MITC MN MSC MS MF MBS	\$700,000	\$175,000	\$175,000	\$175,000	\$175,000			Delay in Supply  Process inefficiencies  Lack of vendor expertise  Lack of resources (Human capital, technical and budgetary resources)	Adequate planning  Increased training and capacity building

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	Improve security of the Government ITC Network (GOVNET)		\$4.6m	\$1.15m	\$1,15m	\$1,15m	\$1.15m			<p>Cyber risks to the Government's ICT infrastructure.</p> <p>Lack of cybersecurity professionals</p> <p>Staff turnovers in the Security and Compliance unit - leaving the Government's IT infrastructure vulnerable to threats.</p> <p>Inefficient or outdated monitoring tools.</p>	<p>Increased training and capacity building</p> <p>Implementation of efficient and updated cyber security tools including 24/7 monitoring.</p>
	Upgrade of the System and Network Infrastructure		\$700,000	\$175,000	\$175,000	\$175,000	\$175,000			<p>Delays of supply from vendors</p> <p>Inadequate procurement processes</p> <p>Lack of technical expertise to manage government's IT infrastructure</p>	<p>Adequate planning</p> <p>Increased training and capacity building</p>
	Implementation of ICT policies									<p>Improper planning</p> <p>Lack of clear communication with the</p>	<p>Increased training and capacity building</p> <p>Adequate planning</p>



Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
										whole of Government IT personnels.  Resistance to change	
Procurement of ICT goods with assurance of value and compliance	Facilitating government ICT procurement									Inaccurate scope specifications  Resource risks  Compliance and legal risks  Evaluation risks  Delays in approvals from respective authorities.  Global market price fluctuations.	Thorough scoping which will wide consultations.  Increased training and capacity building  Adequate planning
Comprehensive Framework for Digital Transformation and Cybersecurity	Development of National Digital Strategy and Cybersecurity strategy and action plan	DG Director CERT DDGT	\$50,000	\$10,000	\$10,000	\$20,000	\$10,000		ITU, Australian Government	Risk of not launching the strategies as per the estimated deadline	Close coordination with Australian Government and ITU. Embedded secondee officer to supplement resourcing
Design and implement digital transformation solutions and strategies for	An Integrated Platform for License and Permit Approval	DDGT MSD MDE MDT SBA DEA	\$7,089,882	\$1,000,000	\$1,000,000	\$2,000,000	\$3,089,882		External Vendor	Risk of Project not meeting deadline	Proper Project Management

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
government services											
Design and implement digital transformation strategies for Government services (digitalFIJI Ecosystem)	Availability of government services on a digital platform.	DDGT MSD MDE MDT	\$1,000,000	\$0	\$0	\$600,000.00	\$400,000.00		External Vendor	High staff turnover, skills gap within team, competing priorities	Support from external vendor
<b>Strategic Vision 8: Building a secure and resilient ICT infrastructure, fortifying the foundation for a digital economy</b>											
Support the initiation and running of Task Force	Continue support to the National ICT Taskforce		\$25,000	5,000	5,000	5,000	10,000		International experts to present to the Taskforce	Ensuring prompt and effective contribution by members	Forming working groups and appointing chairs for each working group to address specific theme
	Continue support to the Taskforce to address Pornography	DDGT	\$25,000	5,000	5,000	5,000	10,000		International experts to present to the Taskforce	Ensuring prompt and effective contribution by members	Forming working groups and appointing chairs for each working group to address specific theme
Enhanced Digital Inclusion and Access	Universal Access project	Principal Engineer	50,000	12,500	12,500	12,500	12,500				
National Entity for Computer Emergency Response	Setting up of a National CERT	DG DDGT CSA	\$100,000	-	-	50,000	50,000		International experts to assist CERT appointees in effectively running the CERT	Recruitment of CERT positions due to scarce skills.	Getting donor support to remunerate CERT positions to attract good talent pool

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
Improved Network, Security and hosting facility and services	Upgrade of the ICT network infrastructure	\$1.5m	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000			Lack of skilled professionals Inadequate or outdated tools Lack of storage capacities. Poor communication between the Department and Government network service providers	Adequate planning Increased training and capacity building
<b>Strategic Vision 9: Enhance the organization's ability to attract, select, and retain top talent to support organizational goals and foster a diverse and inclusive workforce</b>											
Ensuring that the Ministry has the expertise, leadership, capacity and information technology to enable the achievement of the Ministry's objectives	Efficient productive and high performing workforce	HHR SAO AO	-					Specialised Training for Technical staff, awareness of mental health, staff motivation through recognition and acknowledgement of staff performance, and equipping and training staff with new evolving technologies.	Ministry of Civil Service International Organizations/Donor Agencies	Staff Turnover Limited resources, including no specific budget allocation.	Implementation of Staff retention strategies. Seeking assistance from Trade Commissions and Donor Agencies Regular Mentoring and coaching plans to be designed and implemented
	Staff Development and enhancement of technical skill sets	HHR SAO AO	\$2,000	\$500	\$1,500	\$1,500	\$500	Specialized training, constant and effective mentoring and coaching provided to staff.	Ministry of Civil Service International Organisations/Donor Agencies	Staff Turnover	Implementation of Staff retention strategies. Proper assessment of training programs and relevance to staff roles.

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
	Implement Online HR Tools	HHR SE	35,000	10,000	10,000	10,000	5,000	Digitalising of Ministry's systems and processes	International Organisations/Donor Agencies	Constraint of resources  No Budget allocated to develop and implement online tools	Seeking external funding from Donor Agencies Recruitment of IT Staff
	Employee Satisfaction Survey	HHR SAO	-					Conducting regular online employee satisfaction surveys, compiling and reporting on the staff exit feedback form.	Ministry of Civil Service	Lack of feedback from Staff  Lack of Staff confidence on providing fair and true feedback	Implementing an online survey system where employees complete the survey without revealing their identity.  Keeping the survey data confidentiality
<b>Strategic Vision 10: Achieve operational excellence through efficient financial processes and effective cost management.</b>											
Enhanced internal business processes which safeguard the assets of the Ministry and provide accurate financial information	Achieve operational efficiency	HF PAO SAO AO AAO CO	N/A	N/A	N/A	N/A	N/A	FMIS Bisan Electronic devices - Tablets, printers, scanners, high end spec laptops, Internet Access	Ministry of Finance Ministry of Civil Service Ministry of Justice Department of Immigration Fiji Police Solicitor General	<u>Internal Risk</u> Operational Risk Compliance Risk Human Resource Risk Strategic Risk  <u>External Risk</u> Economic Risk Political Risk Regulatory Risk Public Perception Risk Environmental Risk	<u>Operational Risk</u> Strengthen Internal Controls. Have a robust FMIS system Staff Training and Development  <u>Compliance Risk</u> Design and disseminate policies and procedure. Carry out regular internal and external audits to make sure regulations and policies are being followed.

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
											<p><u>Human Resource Risk</u> Develop Strategies to retain staff and Performance Assessment Framework.</p> <p><u>Strategic Risk</u> Measure Ministry's performance to track progress.</p> <p><u>Economic Risk</u> Reduce unnecessary cost.and adjust financial plans to better use of the budget.</p> <p><u>Political Risk</u> Develop flexible financial strategies that can adapt to policy shifts.</p> <p><u>Regulatory Risk</u> Keep up with regulation changes and update policies and practices on time.</p> <p><u>Public Perception Risk</u> Prepare transparent Annual Reports that is communicated openly to public and stakeholders</p>

Outcome	Output	Staff Positions	Total Budget	Quarterly Cashflow				Resourcing Plan		Risk (Internal and External)	Mitigating Measures
				1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Specialised Equipment and Facilities	External Expertise		
											Environmental Risk Develop and implement disaster recovery and business continuity plans to manage the impact of natural disasters
Unqualified and clean Audit Accounts	Audited Annual Financial Statement for the previous financial year	HF						High end spec laptops and internet access	Officer of Auditor General Ministry of Finance	Inaccurate Financial Reporting . Fraud and Mismanagement. Compliance Issues. Decreased Accountability Reputational Damage. Legal and Financial Risk	Strengthen Internal Control Mechanism. Ensure compliance with Regulations. Promote Transparency and Accountability Design Internal Policies Promote ethical practices.
Improved financial systems and processes	Digitalisation of financial processes	HF SAO						High end spec laptops and internet access	Ministry of Finance	Increase in Error Rates. Slow processing time. Limited Data Accessibility. Fraud and Security Risk Difficulty to prepare analytical reports.	Strengthen Internal Control Mechanism. Ensure compliance with Regulations. Promote Transparency and Accountability Provide staff training Promote ethical practices.
	Designing policies for Trust Fund Accounts										

## 7.2 Planned Capital Expenditure

Seg No.	Capital Projects	Planned Completion Date	Total Budget	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
8	Standardised Roadside Stalls		\$80,000				
9	Purchase of Axle Weigher Test Rig		\$1,700,000				
9	Purchase of 1Ton Mass Comparator		\$247,827				
9	Upgrade of IT Infrastructure		\$700,000	\$300,000	\$200,000	\$200,000	
9	Storage Capacity Systems		\$1,500,000	\$500,000	\$500,000	\$500,000	\$500,000
10	Co-operative Development Fund		\$400,000	\$100,000	\$100,000	\$100,000	\$100,000
10	Trade Enhancement Programme		\$500,000	\$200,000	\$200,000	\$100,000	

10	Young Entrepreneurship Scheme		\$200,000	\$100,000	\$100,000		
10	Northern Development Programme		\$800,000	\$300,000	\$200,000	\$200,000	
10	National Export Strategy		\$400,000	\$200,000	\$200,000		
10	Integrated Human Resources Programme		\$1,700,000	\$200,000	\$800,000	\$500,000	\$200,000
	<b>TOTAL</b>		<b>\$8,227,827</b>				

# 8. LEGISLATIVE AND REGULATORY RESPONSIBILITIES

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

1. Consumer Council of Fiji Act 1986
2. Consumer Credit Act 1999
3. Co-operatives Act 1996
4. Cybercrime Act 2021
5. Dumping and Countervailing Duties Act 1998
6. Fijian Competition and Consumer Commission Act 2010
7. Film Fiji (Licensing of Audio-Visual Agents) Regulation 2012
8. Film Fiji Act 2002
9. Foreign Investment Act 1999
10. Indemnity, Guarantee and Bailment Act 1881
11. Industry Emblem Act 2011
12. Investment Fiji Act 2022
13. Investment Act 2021
14. Merchandise Marks Act (Cap.241)
15. National and Trade Measurement Act 1989
16. Online Safety Act 2018
17. Real Estate Agents Act 2006
18. Reform of Information Technology & Computing Services Act 2013
19. Registration of Skilled Professionals Act 2016
20. Regulation of Building Permits Act 2017
21. Sale of Goods Act 1985
22. Scrap Metal Trade Act 2011
23. Sea Carriage of Goods Act 1926
24. Second Hand Dealers Act 1982
25. Tax Free Zones Act 1989
26. Telecommunications Act 2008
27. Trade Standards and Quality Control Act 1992
28. Compulsory Registration of Customers for Telephone Services Act 2010
29. Electronic Fare Ticketing Act 2014
30. Electronic Transactions Act 2008
31. Fiji Interchange Network (Payments) Act 2017
32. Regulation of National Spectrum Act 2009
33. Television and Online Streaming Act 1992

## **External Legislation with Ministerial responsibilities**

34. Public Health Act 1935
35. Public Health (National Building Code) Regulation 2004

## **International**

1. United Kingdom-Pacific Interim Economic Partnership Agreement (UK-Pacific IEPA)
2. European Union-Pacific Interim Economic Partnership Agreement (EU-Pacific IEPA)
3. Melanesian Spearhead Group Trade Agreement (MSGTA)
4. Pacific Closer Economic Relations (PACER)
5. Pacific Island Countries Trade Agreement (PICTA)
6. South Pacific Regional Trade and Economic Co-operation Agreement (SPARTECA)
7. World Trade Organisation Agreements
8. Indo-Pacific Economic Framework for Prosperity
9. International Telecommunications Union
10. Asia-Pacific Telecommunity
11. 2050 Strategy of the Blue Pacific Continent
12. Lagatoi Declaration of Digital Transformation and Action Plan



13. Budapest Convention on Cybercrime
14. International Telecommunications Union
15. Council of Europe

## 9. GLOSSARY

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

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

## 10. ABBREVIATIONS

ADB	Asian Development Bank	MDF	Market Development Facility
AFM	Assistant Finance Manager	MFTA	Melanesian Free Trade Agreement
AI	Assistant Inspector	MoA	Ministry of Agriculture
AM	Assistant Manager	MoF	Ministry of Fisheries
AST	Annual Stock Take	MOA	Memorandum of Agreement
CBA	Chief Business Advisor	MOU	Memorandum of Understanding
CM	Coordinator Metrology	MP	Manager Policy
CS	Coordinator Standards	MSGTA	Melanesian Spearhead Group Trade Agreement
DC	Data Center	MSMEs	Micro, Small and Medium Enterprises
DE	Director Economics	MT	Manager Training
DFAT	Department of Foreign Affairs and Trade	NES	National Export Strategy

DI	Divisional Inspectors	N/A	Not Applicable
DG	Director General Digital Government Transformation, Cybersecurity and Communications	NDP	Northern Development Programme
DGTO	Digital Government Transformation Office	NTDC	National Trade Development Council
DDGT	Director Digital Government Transformation		
DM	Divisional Managers	NTFC	National Trade Facilitation Committee
DNTMS	Director National Trade Measurement and Standards	OAG	Office of the Auditor – General
DR	Disaster Recovery	NTMA	National and Trade Measurement Act
DRC	Director and Registrar of Co-operatives	PBAO	Principal Business Advisory Officer
DT	Director Trade	PICTA	Pacific Island Countries Trade Agreement
		PIFS	Pacific Islands Forum Secretariat
EPO	Economic Planning Officer	PSDI	Private Sector Development Initiative
EoLife	End of Life	PTA	Preferential Trade Agreement
EoSupport	End of Contract	PTE	Principal Trade Economist
EoContract	End of Support	ROO	Rules of Origin
EoProduction	End of Production	SCE	Singapore Corporation Enterprise
EoS	End of Service	SCO	Senior Co-operatives Officer
EU-ACP	European Union-African, Caribbean and Pacific	SE	Senior Economist
FF	Film Fiji	SEZ	Special Economic Zone
FHEC	Fiji Higher Education Commission	SHRC	Senior Human Resources Coordinator
FM	Finance Manager	SFM	Senior Finance Manager
FNU	Fiji National University	SG	Solicitor General
FO	Finance Officer	SMEO	Senior Monitoring and Evaluation Officer
FTPF	Fijian Trade Policy Framework	SO	Standards Officer
GDP	Gross Domestic Product	SOP	Standard Operating Procedures
HF	Head of Finance	SPEC	Skilled Professionals Evaluation Committee
HHR	Head of Human Resources	STA	Senior Technical Assistant
HOD	Head of Department	STE	Senior Trade Economist
HRC	Human Resources Coordinator	TA	Technical Adviser
HRO	Human Resources Officer	TC	Trade Commission
ICT	Information and Communication Technology	TPO	Trade Policy Officer
IEPA	Interim Economic Partnership Agreement	TEP	Trade Enhancement Programme
IF	Investment Fiji	TSQCA	Trade Standards and Quality Control Act
IFC	International Finance Corporation	UK-Pacific	United Kingdom-Pacific
IHRDP	Integrated Human Resource Development Programme	UNDESA	United Nations Department of Economic and Social Affairs
IPM	International Participants Meeting	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ISO	International Organisation for Standardisation	USP	University of the South Pacific
ITC	Department of Information Technology and Computing Services	WBG	World Bank Group
		WTO	World Trade Organisation
		YES	Young Entrepreneurship Scheme

