Fiji National Assessment Report

July, 2006

A Background Document for the Formulation of the National Sustainable Development Strategy

TABLE OF CONTENTS

ACRONYMS

BPoA	Barbados Programme of Action
BSAP	National Biodiversity Strategy Action Plan
CBD	Convention on Biodiversity
CEDAW	Convention on the Elimination of Discrimination Against Women
CSD	Commission on Sustainable Development
DSC	Development Sub-Committee
ICAO	International Civil Aviation Organisation
ILO	International Labour Organisation
IMO	International Maritime Organisation
JPoI	Johannesburg Plan of Implementation
KPI	Key Performance Indicators
MFNP	Ministry of Finance and National Planning
NCSD	National Committee on Sustainable Development
NSDS	National Sustainable Development Strategy
SDP	Strategic Development Plan
SSC	Sector Standing Committee
SWG	Summit Working Group
UNFCCC	United National Framework Convention on Climate Change
UNDESA	United Nations Department for Economic and Social Affairs
WPA	National Women's Plan of Action

The aim of this report is to assess if the five key principles of the internationally agreed National Sustainable Development Strategy (NSDS) requirements (UNDESA 2005) are adequately incorporated into Fiji's national priorities and targets, strategies, indicators, and institutional framework. A national sustainable development strategy is a tool to integrate the national policies and plans from the various sectors with the aim of ensuring that economic development is socially responsible and maintains an adequate natural resource base for future generations (UNDESA 2005). The five key principles of a NSDS are:

- *Principle 1: C*ountry ownership and commitment;
- *Principle 2:* Integrated economic, social and environmental policy across sectors, territories and generations;
- *Principle 3:* Broad and effective participation;
- *Principle 4:* Development of necessary capacity and enabling environment; and
- *Principle 5:* Focus on outcomes of implementation.

This report is guided by the definition of sustainable development as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*" (Brundtland 1987). It also adheres to the notion that although the meaning and feasible implementation of sustainable development may vary by country, it is imperative that the concept and its broad strategic framework contain four key features which are as follows.

> *i) Human Needs:* The first Principle of the Rio Declaration states: "*Human beings are at the centre of sustainable development. They are entitled to a healthy and productive life in harmony with nature*". As such, addressing basic human needs is fundamental to the quest for achieving sustainable development.

> *ii) Inter-Generational Equity:* This concept implies that the present generation holds the environment "on trust" for the next generation (Buddle Findlay 2006). Providing for basic human needs, contained in the first feature, will have to be done without compromising the ability of future generations to meet their own needs.

> *iii) Environmental Bottom Lines:* This feature implies that there must be an environmental bottom line or threshold that development should not cross – they override human needs and aspirations (Buddle Findlay 2006).

> *iv) Integrated and Holistic Principles:* Central to this feature is the inter-linkages between the three principal components which should be inseparable – economic growth, social equity and protection of the environment. While this approach to development may be considered holistic, it can be problematic in that the ethical views on the roles of the different pillars may be based on value judgments. Hence, it is important that sustainable

development goals and strategies are established through a consultative and participatory process.

Fiji currently does not have an official NSDS. However, the country's development path is guided by three-year strategic development plans which define national development visions, priorities, sector policies and development indicators. This plan determines the work of the government ministries across all sectors. This assessment is vital to ensuring that the next Plan, for the period 2007-2011, are in line with NSDS principles.

The discussion in this report is based mainly on national development plans and through consultations with key governmental and civil society informants. Documents referred to in this assessment include: the Strategic Development Plan 2003-2005 (FMFNP 2002); the Strategic Development Plan 2003-2005 Mid-Term Review (FMFNP 2004); the Draft (June 2005 version) Strategic Development Plan 2005-2007 (FMFNP 2005); the National Assessment Report prepared for the Ten-Year Review of the BPoA (Mauritius 2005); and the Fiji MDG Report (FMFNP 2004a).   Reference is also made to documents that relate to international and regional sustainable development agreements that the Government has committed to. These include the Pacific Plan (Port Moresby 2005); the Mauritius Strategy (Mauritius 2005a); and the Paris Declaration (Paris 2005). Other key supporting documents include *Guidance in Preparing a National Sustainable Development Strategy* (UNDESA 2002) and the *Indicators of Sustainable Development: CSD Theme Indicator Framework* (UNDESA 2005).

Consultations with governmental departments and civil society organizations included: meetings and interviews with Chief Executive Officers of five key Ministries (Local Government; Public Enterprises and Public Sector Reforms; Women and Social Welfare; Foreign Affairs; and Education); the National Planning Office staff; the National Committee for Sustainable Development; staff from other line ministries; and civil society organisations.

This assessment is divided five main parts. Part I describes the national development vision, guiding principles and strategic priorities for Fiji. Discussions in this section are extracted from the three year strategic development plans and mid-term review. There is also a brief description of the *20-Year Development Plan (2001-2020) For the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic Development of Fiji.* The section highlights the heavy emphasis of Fiji's SDP towards social and economic goals. The extent to which the SDP can be regarded to have national ownership is covered briefly. The end of the section provides a brief overview of the vertical coherence of the national priorities with regional and global sustainable development commitments and linkages of these to local community strategies and plans.

Part II examines the horizontal coherence of Fiji's strategic priorities with sector policies, plans and strategies. In this section existing strategies and plans are catergorised according to the related strategic priority. However, a detailed analysis of these linkages are not extensively explored given the scope of the task and the time allocated to

complete this assessment. The section also discusses the consistency of these policies, strategies and plans with sustainable development.

Part III provides an overview of indicators used to assess development achievements and decision-making. The section includes the process in which the MDG indicators were incorporated into the SDP and briefly describes national achievements in relation to these. The budgeting process and channeling of aid is also generally discussed in this section.

Part IV provides an overview of the institutional framework that guides the development and implementation of the SDP. This section also describes the process in which the National Committee on Sustainable Development was formed and its role in incorporating sustainable development into the national decision-making machinery. The section also provides an overview of some gaps in the coordination and allocation of tasks for implementing the SDP. This is followed by an overview of the processes and opportunities in which civil society participates in development decision-making.

The final section, Part V, identifies and summarises the discussions according to the five NSDS principles and makes recommendations that may be incorporated into the formulation of the 2007-2011 SDP.

PART I   NATIONAL PRIORITIES STRATEGIES

Fiji currently does not have an official national sustainable development strategy. However, there is a *National Strategic Development Plan (SDP) 2003-2005* that guides the country's development path. There is also a draft *National Strategic Development Plan (SDP) 2005-2007* but this has yet to be endorsed by Cabinet. As a result of the findings from the *Strategic Development Plan 2003-2005 Mid-Term Review*, the drafted *SDP 2005-2007* is largely an extension of the *SDP 2003-2005* with the vision, guiding principles, strategy, strategic priorities and sector goals and most of the key performance indicators being identical.

National Development Vision, Guiding Principles and Priorities
The Strategic Development Plan 2003-2005 vision is *"A peaceful and prosperous Fiji"* (FMFNP 2004). The vision is supported by a mission of which is *"to develop and implement the best political, social and economic policies to advance the goals of Peace and Prosperity"*. The pursuit of this mission is steered by eight guiding principles. These are:

- Good governance including the need for consistent and credible policies
- Environmental sustainability
- Respect for the *Vanua* and the cultures and traditions of the indigenous Fijians and Rotuman interests as proclaimed in the Constitution
- Respect for the cultures and traditions of other communities in Fiji
- Recognition of the paramouncy of indigenous Fijian and Rotuman interests as proclaimed in the constitution
- Respect for legal authority and law and order
- Respect for human and group rights
- Honesty in public life and general standards of conduct which reflect Fiji's fundamental beliefs.

The Vision, Mission and set of Guiding Principles provide the long-term direction and approach to be adopted by Government. The current plan, however, is a reflection of and is prioritized according the Medium Term Strategy which is: ***"Rebuilding of Confidence for Stability and Growth"***.

The *SDP 2003-2005* states that the "review of social and economic development progress pinpoints the main issues that Government needs to address in the medium term".

There are twelve strategic priorities within this strategy and they are divided into two groups – Stability and Growth – as follows:

Rebuilding confidence for stability:
- Enhancing security and law and order.
- Promoting national reconciliation and unity.
- Alleviating poverty.
- Strengthening good governance.
- Reviewing the Constitution.

- Resolving the agricultural land lease issue.
- Implementing Affirmative Action.

Rebuilding confidence for growth:
- Maintaining macro-economic stability.
- Raising investment levels for jobs and growth.
- Reforming the public sector to reduce the cost of doing business.
- Rural and outer island development.
- Structural reforms to promote competition and efficiency.

The twelve strategic priorities are addressed through 31 defined sector policies of which each has a goal, objectives and key performance indicators. The sector policies are divided according into three categories – social and community development, economic development, and key cross sectoral issues. The sector policies direct the work of the sector stakeholders.

In discussing Fiji's development plans, it is also important to make reference to the *20 – Year Development Plan (2001-2020) For the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic Development of Fiji.* While this is an affirmative action plan for 54 percent of the country's population who are indigenous, Fiji's SDPs and Ministry Corporate Plans make reference to and contain indicators that is in line with the aims of this document. The vision of this long term development plan is:

> *"A multi-ethnic and multi-cultural society where the special place of indigenous Fijians and Rotumans as the host communities are recognized and accepted, and where their rights and interests are fully safeguarded and protected, alongside those of other communities, in the overall national interests of maintaining peace, stability, unity and progress in Fiji"* (FMFNP 2002a: Introduction).

The overall target for this plan is that "*50 per cent of all economic activities be undertaken and/or owned by indigenous Fijians by the year 2020*". The Plan is merged with the overall governmental policy framework that is based on the philosophy of sustainable economic growth and equitable distribution. Government's identified priority areas in the 20-Year Development Plan are Health, Education, Infrastructure and Agriculture, Fisheries and Forests (FMFNP 2002a). The plan states that a majority of the government's resources will be channeled into these sectors in the form of capital investment to enhance economic growth and ensure equitable distribution of wealth. The Plan is divided according to nine sectors containing affirmative action policy objectives. These include: Education; Population, Human Resources Development and Utilisation; Commerce and Finance; Public Enterprise Reform; Health; Resource-Based Industries; Tourism; Rural Development; and Monitoring and Evaluation (FMFNP 2002a:iv-x).

Emphasis on Social and Economic Goals
The SDP emphasizes mainly on social and economic goals, particularly in the areas of enhancing security and stabilizing the economy. This is justified to be a reflection of the response to the political instability and insecurity that have been part of Fiji's recent history. The 1987 and 2000 coups eroded public and investor confidence and severely disrupted the economy. Immediate action was taken by Government in 2000 to return to normalcy and stabilize the economy and the current strategic development plans continue to harness this emphasis. Peace and political stability is a necessary condition for the achievement of sustainable development (Bourdages 1997). While the plan makes reference to the three sustainable development pillars - economic growth, social equity and protection of the environment - it cannot be a substitute for an NSDS in its current form largely because the environmental component of sustainable development is not adequately incorporated at the macro level.

National Ownership of SDP 2003-2005
Assessing the sense of national ownership of the SDP in this report is limited to the recorded process to which these documents were compiled. The *SDP 2003-2005* states that between 2000 and 2001, thirteen taskforces were set up to discuss national sustainable development issues and identify strategies for addressing these. The taskforces comprised of representatives from government, non-government and civil society organizations (FMFNP 2005). The taskforce meetings led to the convening of the National Economic Summit where the SDP 2003-2005 was deliberated and approved. The *SDP 2005-2007* is stated to have been the result of wide consultation of various stakeholders including the private sector, non-governmental organizations and Government (FMFNP 2005). The *SDP 2005-2007* is drawn extensively from the *SDP 2003-2005 Mid-Term Review*.

Vertical Coherence between National and International Policies and Strategies
The process of assessing the vertical coherence of strategies is less problematic when determining consistencies between national and international strategies than when comparing local community policies and concerns with national policies. This is mainly because frameworks of strategies, plans and policies at the regional and international levels are formally defined and recognized. This may be due to the fact that international and regional strategies and plans are officially endorsed through inter-governmental agreements of which implementation is often administered and followed through nationally by multi-lateral institutions in cooperation with governments.

The *SDP 2003-2005* and *Draft SDP 2005-2007* make reference to Government's commitments made at the global level with particular emphasis on the 2000 United Nations Millenium Development Goals (MDGs) and the 2002 Johannesburg Plan of Implementation (JPoI). A key feature of the *Strategic Development Plan 2003-2005 Mid-Term Review* is the recommendation to include the MDG indicators as part of the SDP Key Performance Indicators (KPI). The Draft SDP 2005-2007 contains 28 of the 48 MDG indicators in its list of KPIs.

Other examples of vertical coherence of international and national policies include the Fiji Biodiversity Strategy Action Plan (BSAP) and the National Implementation Strategy to the Framework Convention on Climate Change that have been developed as a result of Government's commitment to the Convention on Biodiversity (CBD) and United Nations Framework Convention on Climate Change (UNFCCC) respectively. Such is the case also with the Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW) which formed the basis of the National Women's Plan of Action (WPA) 1999-2008. The Foreign Affairs and Trade sector policy component specifically states the amendment of domestic policies and legislations to be align with international conventions and treaties ratified by Fiji. The 2004 mid-term review reports the formulation of the Industrial Relations Bill capturing the ILO conventions ratified by Fiji. There are also ongoing changes made in commerce and trade to comply with WTO requirements. Port security was improved to comply with the International Maritime Organisation (IMO) and airport security measures now complies to the International Civil Aviation Organisation (ICAO). These are some examples of national and international policies that are consistent with each other.

The country strategies and priorities of some key donor organizations are also broadly in line with the national and regional strategies and priorities. For example, the ADB Country Strategy and Programme (CSPU) 2006-2008 strategic objectives is stated as "(i) strengthening the economic environment for private sector-led growth aimed at job creation, (ii) providing reliable and affordable basic social services, and (iii) building effective development institutions". Further, all current donor programmes and projects focus on the seven thematic areas which also broadly reflect the defined sectors and national priorities: Education and Training; Health; Community Development; Economic Reform and Governance; Law and Justice; ICT Sector; and Infrastructure.

However, a number of key international and regional sustainable development agreements are not referred to in the *SDP 2003-2005* and *Draft SDP 2005-2007*. These include the Pacific Plan, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island States, the Paris Declaration on Aid Effectiveness and the Commission on Sustainable Development Theme Indicator Framework. These policies are key foundations for any National Sustainable Development Strategy.

Vertical Coherence Between National and Community-Level Strategies
While national and community level strategies may be seen as largely consistent, the level to which this consistency exists is difficult to assess due to the lack of organized information available. Community based strategies are often developed through the facilitation of the various governmental ministries and departments, local authorities, non-governmental organizations and social groups. Often, the organizations are key agents of implementation for international, regional and national strategies and plans. The strategies and plans are issues that have been directly or indirectly determined by the implementing agency. Local or community action plans that exist are usually issue focused such as that which relate to health promotion, environmental conservation, micro-credit support, etc. Given the situation, it may be difficult to assess whether the

strategies have been determined internationally or in response to real local needs. Further, there is a need to collect data on the work done by non-governmental organizations and community groups from the various sectors in order to more accurately assess the consistencies between the SDP and community-level action plans.

PART II   STRATEGIES

This section provides a general overview of the horizontal coherence of the SDP and its strategic priorities with other sector policies and plans. The consistency of these policies and plans with sustainable development will be broadly discussed.

Horizontal Coherence of Strategies and Plans
The details of the overarching vision and strategy of the SDP is defined in the sector goals, policy objectives and KPIs that follow.   As seen in Table 1, the sector goals, policy objectives and KPIs are largely consistent with the overarching vision, medium term strategy and strategic priorities for stability and growth of the SDP. The sector goals and policy objectives are also largely consistent with each other. Linkages to already existing sector or issue specific legislations, policies, strategies and plans is also made indicatively and these are contained in the fourth column of the Table below. Some sector level strategies and policies are inter-ministerial. There are also brief comments on gaps relating to issues of sustainable development.

It is important to note that Table 1 does not contain the complete set of relevant information nor does it provide a detailed assessment of the horizontal coherence of strategies and plans. However, it may be a useful starting point for organising and ammending national development strategies, policies and plans so that they are horizontally coherent and in line with sustainable development goals.

Table 1: Strategic Priorities and Related Sector Policies, Strategies and Plans

Strategic Priority	Sector Policy	Specified linkages (SDP)	Related sector strategies, plans and legislation	Consistency with sustainable development
Enhancing security and law and order	Law and Order (Sector 5.4)	• Constitutional case of democratically elected government • RFMF review for alternative employment		Peace and security necessary condition for sustainable development
Promoting national reconciliation and unity	No specific sector policy	• Increase in reconciliation activities is a KPI under Law and Order Sector 5.4 • Nation building education incorporated into Education and Training Sector 6.2	• Department of National Reconciliation and Unity 10-Year Strategic Plan	Necessary condition for sustainable development
Alleviating poverty	Poverty Alleviation (Sector 5.3)	• Upgrade of squatter settlements is incorporated into policy objective for poverty alleviation and is policy objective of Housing and Urban Development Sector 5.9 • Poverty reduction is first policy objective for Social Justice and Affirmative Action Sector 5.1	• 20-Year Development Plan for the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic Development of Fiji • Social Justice Act/Affirmative Action Program • To be developed: National Policy and Implementation Framework on Poverty • To be developed: NGO Social Policy Framework/MOU between Dept. of Social Welfare and NGOs • Squatter Control Legislation	Explicit linkages between poverty alleviation and the natural environment is not stated.

Strengthening good governance	No specific sector policy	• The first two policy objectives under Reform and State Institutions Sector 5.10		Limited to state institutions only (legislature, judiciary and public service). Should also other sectors such as private and public businesses, NGOs, and other local and community governance structures etc. Should also emphasis that need to adequately incorporating social, economic and environmental considerations in decision-making
Reviewing the Constitution	No specific sector policy	• Constitutional review is a KPI under Reform and State Institutions Sector 5.10		Important to creating necessary conditions for sustainable development
Resolving the agricultural land lease issue	No specific sector policy	• Incorporated into Land Resource Development and Management Sector 5.6	• Land Conservation Board Act • Participatory National Land Use Plan • To be adopted: Rural Land Use Policy • To be completed: Watershed Management Master Plan • ALTA and NLTA • Environmental Management Act	Environmental sustainability of land-use policies and plans? No linkage to rural-urban migration and increase in urban squatter population No linkages to law and order?
Implementing Affirmative Action	Social Justice and Affirmative Action Sector 5.1	• Number of micro-enterprises (Sector 5.8) is a KPI under this sector • Poverty reduction (Sector 5.3) is a KPI under this section	• 20-Year Development Plan for the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic	Women and youth employment not specified under Employment and Labour Market Sector

14

		• Women's participation in socio-economic development is reflected in the Gender and Development Policy Sector 6.3) • The enhancement of youth employment opportunities is also addressed in Youth and Protection of Children Sector Policy 6.4. • All children receiving 12 years of education is a KPI under the Poverty Alleviation Sector Policy 5.3 • Protection and development of Children is also reflected in a policy objective under the Youth and Children Protection Policy Sector • Education policy formulation for disabled specified as KPI for Education and Training Sector Policy	Development of Fiji • Women's Plan of Action 1999-2008 • To be finalized: National Youth Policy • UN Convention on the Rights of the Child • Family Law Act • Social Justice Act • Education for All Action Plan • Rio Declaration • Agenda 21 • Social Summit Goals • Beijing Platform for Action for Women • Social Summit Goals	Policy 5.5 12 years of education for children not reflected in Youth and Protection of Children Sector Policy 6.4. Reduction in the number of street kids and child prostitution is a KPI in this sector but no reflected as a policy goal or objective in other sectors elsewhere Insufficient linkages made between affirmative action plans and the environmental bottom line
Maintaining macro-economic stability	Macro –Economic Management (Chapter 4)			Reference to socially responsible macro-economic policies within the environmental carrying capacity is absent.
Raising investment levels for jobs and growth	No specific sector	• Mentions linkage with dependence on Law and Order strategic priority • Dependence on macro-economic and financial stability referred to in Macro-Economic Management Sector • Refered to as a KPI under Reform of State Institutions Sector 5.10 • Investment improvement stated in policy objective and refered to as a KPI under Foreign Affairs and External Trade 5.11 • Infrastructural investment refered to	• Investment incentive scheme • Public Sector Investment Progamme • Trustee Act • 20-Year Youth Development Policy	Reference to social and environmental sustainability of investment is absent.

		as a KPI under the Non-sugar Crops and Livestock Sector 7.2 • Tourism investment refered to as a KPI under Tourism Sector 7.5 • Investment refered to in KPI for Manufacturing and Commerce Sector 7.6 • Refered to policy objective and KPI of Mineral Groundwater Resources Sector 7.7 • Relaxation of investment restriction under Trustee Act referred to as KPI in Financial Services Sector 7.8 • More viable investment refered in Policy objective of Information and Communication Technology Service Sector 7.9 • Investment in roads referred to in Transport Sector 7.10		
Reforming the public sector to reduce the cost of doing business	Reform of State Institutions Sector 5.10	• Facilitation of the private sector-led development is a policy objective under Non-Sugar Crops and Livestock Sector 7.2.	• Freedom of Information Act • Public Finance Management Act • Public Service Act • Public Enterprise Act • Public Enterprise Act • Public Enterprise Reform Road Map	The linkage between this strategic priority with Employment and the Labour Market Sector is inadequately explained.
Rural and outer island development	Rural and Outer Island Development Sector 5.2	• KPIs in this Sector links with Water and Sewerage Sector Policy 7.12 • KPI links to Energy Sector Policy 7.11 • KPI links with Information and Communication Technology Services Sector 7.9 • KPI links with Education and Training Sector 6.2	• Master Plan for 100% Rural Piped Water • Rural Electrification Policy • Rural Housing Scheme • Divisional and District Development Plan • National Energy Policy	There is a need to integrate and explain environmental sustainability of rural development plans

		• EIA is a KPI which links with Environment Sector 5.7 • KPI links with Small and Micro-Enterprises Sector 5.8		
Structural reforms to promote competition and efficiency	No specific sector	• Tariff reductions referred to under Foreign Affairs and External Trade Sector 5.11 • Contains public sector reform strategies as contained in Reform of State Institution Sector 5.10 • Consumer interest promotion and protection referred to as in Manufacturing and Commerce Sector 7.6 • Changes to industrial relations arrangements contained in Employment and Labour Market Sector 5.5. • Reforms to the financial system contained in Financial Services Sector 7.8)	• Pacific Islands Free Trade Area (PICTA) • Commerce Act • Industrial Relations Bill • Labour Service Standards • Wages Council Act	Economic incentives and disincentives for ecological efficiency of consumption and production patterns is absent.

The Strategic Priorities, Sector Policies and Policy Objective as outlined in the SDPs are the basis upon which the state line ministries develop their corporate plans (MFNP 2002). Corporate plans are also guided by existing legislations, regulations and issue specific strategies that relate to the mandate of the Ministry. The maintenance of these consistencies is evident in the activities listed in the SDP KPIs such as the review, implement and proposal changes to change existing legislations and plans to reflect sector policy goals and policy objectives outlined in the SDP. An example of this is the review of the Industrial Relations Bill to fit with the Goals of the Employment and Labour Market Sector Policy.

Apart from the SDP 2003-2005, there are also sector plans and strategies that address sustainable development issues across the various sectors. Examples of such plans include the Ministry of Local Government's Environmental Management Act and supporting National Biodiversity Strategy and Action Plan and Solid Waste Management Strategy, and the Draft Urban Policy Action Plan. The proposed Framework for an Integrated National Poverty Eradication Program may also be considered as a crucial cross-sectoral tool for achieving sustainable development goals.

A weak area in the SDP is the underestimated time indicated for completing the defined activities. This is evident in the SDP 2003-5 Mid-Term Review whereby a significant number of activities were yet to be completed. These activities have been carried into SDP 2005-7 of which the vision, guiding principles, Medium Term Strategies and strategic priorities are identical to SDP 2003-5. Setting realistic but flexible targets is crucial to consider when developing national development strategies (UNDESA 2002).

National Strategy Consistency with Sustainable Development
While the SDP can be argued as consistent with other sectoral strategies, legislations and plans, there are limitations in sufficiently connecting economic, social and environmental considerations. The current SDP (as well as the draft SDP 2005-2007) does not adequately integrate economic, social and environmental policy across all the sectors. The overall vision and priorities of the SDP explicitly emphasizes economic and social goals. Some sector policies, such as the Affirmative Action and Poverty Alleviation Sectors in the SDP do not make reference to the natural environment. Although environmental sustainability is stated as a guiding principle, it is addressed through a separate sector policy. Further, the issue of the "environmental bottom line", which is a key feature of sustainable development does not feature prominently in the SDP Vision, Mission and Medium Term Strategy and Strategic Priorities of the SDP 2003-2005 as well as the Draft SDP 2005-2007. The design of environmental, economic and social action and programmes in a mutually supportive manner is a key feature of sustainable development.

However, the inadequate incorporation of the environmental component in the overall planning and prioritizing of the SDP does not adequately reflect some environmental sustainability legislations, strategies and projects that currently exist as well as those that are currently being developed. The Environmental Management Act (EMA), passed in 2005 stipulates the use of natural resources within the environmental bottom line of

"carrying capacity" as fundamental. The EMA defines "carrying capacity" as *the optimum population of all forms of life that a habitat or land area can support indefinitely*" (Buddle and Finlay 2006). This Act largely ensures that the principles of the sustainable use and development of natural resources are incorporated into development decision-making. Further, there are a number of other acts, regulations and strategies that address with environmental and sustainable natural resource management concerns at the sector level as shown in Table 1. While these instruments are indicative of government's commitment to environmental sustainability at the sector level, it is not captured in the overall national planning framework. This inconsistency will have to be addressed in the formulation of 2007-2011 SDP.

The SDP 2003-2005 has 635 Key Performance Indicators (KPIs). Following the SDP Mid-Term Review, the number of KPIs were reduced to 490 of which 28 of the 48 MDGs were included. The measurements of KPIs are used as a means of monitoring the implementation of the SDP.   Assessing KPIs are also a means of reporting work progress relating to international commitments government has made at various meetings such as the in the compilation of the National Assessment Reports for the 2002 World Summit on Sustainable Development and 2005 BPoA+10 meeting in Mauritius. While some of the sector policies and KPIs are generally similar with the CSD Theme Indicator Framework, this linkage is not explicitly stated and incorporated as that of the MDGs. The National Economic Development Council (NEDC) facilitates the monitoring of the SDP implementation. The NEDC is supported by nine Summit Working Groups (SWGs) and meets quarterly to discuss the implementation of the Plan. The NEDC is one mechanism for integrating sustainable development into national planning and budgeting (FMFNP 2004).

Monitoring of National Progress Towards the MDGs
The Fiji Government is party to the Millennium Declaration of 2000 and is committed to achieving the MDGs by the year 2015. The MDGs were referred to in the SDP 2003-5 following the 2002 WSSD in Johannesburg. These goals are included in the Government's Plan to ensure that policies in the Plan are consistent with the MDGs and with the Johannesburg Plan of Implementation (JPoI).

In March 2003 the Fiji Government was part of the Regional Workshop on the MDGs held in Nadi. At this workshop, representatives of the Pacific Island Countries developed action plans for implementing, monitoring and reporting procedures on the MDGs. Commitments made by the Fiji Government to the Nadi meeting included:
  (i)   The review of existing data in the SDP Mid-Term Review process;
  (ii)   Linking the MDG monitoring mechanisms to the existing planning and budgeting process through the Summit Working Group meetings, SDP Mid Term Review process and budget process; and
  (iii)   Developing a draft MDG Report.

The MDG indicators have been incorporated into the relevant sections of the Draft SDP 2005-2007. During the SDP Mid Term Review Process and formulation of the MDG report the following activities were taken:
  (i)   Identification, categorizing and listing of all SDP & MDG indicators;
  (ii)   Consultation of line ministries on data sources, collection methods and geographical coverage;
  (iii)   Identification of primary source, periodicity, scale, quantity on each indicator; and
  (iv)   Assessment of the current systems of data collection.

To meet their Millenium Declaration commitments, regional organizations, including UN agencies, donor partners and international financing institutions such as the Asian

Development Bank that were present at the meeting agreed to support countries in their effort to meet their MDG commitments.

Fiji's MDG report contains national development trends; progress made; and constraints encountered in meeting the 18 targets and 48 indicators in the 8 priority areas under the MDGs. The draft MDG Report was compiled on the basis of information provided by implementing agencies.

Fiji has achieved six of the eight MDGs and achieving the set targets by 2015 is possible. Significant progress has been made in human development. Life expectancies at birth are high for both women and men. Infant, child and maternal mortality rates have been halved and have been very low since the 1960s. There is a high level of adult literacy, very little gender disparity in primary and secondary education, almost universal primary school enrolment, and around 40 percent of adolescents remain at school at the age of 18 years (NPO 2004).

The MDG project steering committee has agreed that a Fiji Info MDG Database system be used in the ongoing monitoring of the MDG and SDP indicators. The establishment of the database, which is also an output of the project, will contribute to enhancing the monitoring as well as ensure consistent reporting on the implementation of the MDGs and SDP KPIs. The database will be useful for ongoing monitoring of the SDP and MDG progress.

The sustainability of the project will very much depend on updating and maintenance of the database by respective line ministries and central agencies. Ongoing monitoring of the SDP and MDG indicators require commitment and continued support from line ministries and central agencies. The production of a training manual as well as ongoing capacity building will assist in this regard, thus ensuring availability of quality data within the central agencies and respective line ministries, and ensuring consistent reporting and effective monitoring.

SDP KPIs and CSD Indicators

Although the CSD indicators are not specifically referred to or systematically incorporated into the SDP KPIs, there a number of general similarities in meaning between the two sets of indicators. Dissimilarities between the SDP KPIs and the CSD indicators are mainly related to the nature of indicators. The former is more activity oriented while the later focuses more on general outcomes. Table 2 shows similarities between the two sets of indicators. The SDP KPIs that are not specifically aligned to the CSD indicators are listed according to sectors below Table 2.

Table 2: CSD Theme Indicator Framework Links with SDP (2005-2007 Draft) Key Performance Indicators

SOCIAL			
Theme	**Sub-theme**	**Indicator**	**Key Performance Indicators** **(FIJI Draft SDP 2005-2007)**
Equity	Poverty	Percent of Population Living below Poverty Line	Poverty reduced by 5 per cent annually Increased number of micro-enterprises Increased ownership of the corporate market by indigenous Fijians and Rotumans Increased shares of licenses and permits held by indigenous Fijians Proportion of population below the basic needs poverty line (MDG)
		Gini Index of Income Inequality	• Poverty gap ratio (MDG) • Percentage share of income or consumption held by poorest 20% (MDG)
		Unemployment Rate	Youth employment increased Number of youth trainees per annum 26,500 jobs created by 2007 (Tourism Industry)
	Gender Equality	Ratio of Average Female Wage to Male Wage	Women's access to micro-credit assistance improved by 50 per cent by 2007 30 per cent representatives of women in government boards, committees, tribunals, councils and commissions by 2007 Share of women in wage employment in the non-agricultural sector (MDG)
	Nutritional Status	Nutritional Status of Children	

	Mortality	Mortality Rate Under 5 Years Old	
		Life Expectancy at Birth	Under 5 mortality rate (MDG) Infant mortality rate (MDG) Proportion of one-year-old children immunised against measles (MDG) Maternal mortality ratio (MDG) Proportion of births attended by skilled health personnel (MDG)
	Sanitation	Percent of Population with Adequate Sewage Disposal Facilities	• 80 per cent of rural population to have water-seal toilets or other sanitary waste disposal by 2007 • 60 per cent of the urban population with sewerage connection by 2007 • The number of new connections to main sewer lines annually • 80 per cent of the rural population has water seal toilets or other sanitary waste-disposal systems by 2007 • Proportion of the population with access to improved sanitation, urban and rural (MDG)
	Drinking Water	Population with Access to Safe Drinking Water	80 percent of the rural population have access to reliable water supply by 2007 (80% of 20% who do not have access to reliable water) Number of new water connections annually Proportion of the population with sustainable access to an improved water source, urban and rural (MDG)
	Healthcare Delivery	Percent of Population with Access to Primary Health Care Facilities	
		Immunization Against Infectious Childhood Diseases	
		Contraceptive Prevalence Rate	Contraceptive prevalence rate (MDG) Teenage pregnancy reduced
Education	Education Level	Children Reaching Grade 5 of Primary Education	All children have access to 12 years of education Rural schools and facilities upgraded

			Pre-school enrolment increased by 10 per cent in rural areas by 2007 Combined primary (100%) and secondary (80%) enrolment ratio 90% by 2007 Net Enrolment Rate for primary education (MDG) Proportion of pupils starting class 1 who reach class5 (MDG) Combined primary and secondary girls:boys ratio of 1:1 (MDG)
		Adult Secondary Education Achievement Level	Higher pass rates in Fiji School Leaving Certificate and Fiji Seventh Form Examinations (for indigenous Fijian and Rotumans) Improve proportion of rural students passing FSLC and FSFE Centres of Excellence for sports, music and creative art established by 2006
	Literacy	Adult Literacy Rate	• Increase in rural dwellers trained under the TVET and 'Matua' programmes per year • Government to replicate the Tutu training centre experience
Housing	Living Conditions	Floor Area per Person	• 360 decent houses built annually under the Rural Housing Scheme • Upgrading of squatter settlements at Jittu Estate I and Lakena II completed by 2005 • Increased number of low-income earners accessing Housing Authority (HA) special interest rate loans
Security	Crime (36, 24)	Number of Recorded Crimes per 100,000 Population	• Continued reduction in crime rates • Increase in crime detection rates
Population	Population Change	Population Growth Rate	
		Population of Urban Formal and Informal Settlements	

ENVIRONMENTAL			
Theme	**Sub-theme**	**Indicator**	**Key Performance Indicators** **(FIJI Draft SDP 2005-2007)**
Atmosphere	Climate Change	Emissions of Greenhouse Gases	• Vehicle emission levels reduced by 50 per cent by 2007
	Ozone Layer Depletion	Consumption of Ozone Depleting Substances	
	Air Quality	Ambient Concentration of Air Pollutants in Urban Areas	
Land	Agriculture	Arable and Permanent Crop Land Area	
		Use of Fertilizers	
		Use of Agricultural Pesticides	
	Forests	Forest Area as a Percent of Land Area	• Land area protected to maintain biological diversity (MDG) • Proportion of land area under forest cover [MDG] • Establish forest/nature reserves to safeguard biodiversity of areas under threat
		Wood Harvesting Intensity	• hectares of mahogany planted annually • hectares of indigenous forests planted annually • National Forest Inventory completed by 2007 • $50 million pine chip exports by 2007 • 50,000m^3 commercial harvest of mahogany annually
	Desertification	Land Affected by Desertification	
	Urbanization	Area of Urban Formal and Informal Settlements	• Acreage of NLTB land available for housing • Development by HA of 500 new residential lots per annum • Infrastructure plan for new subdivisions prepared for funding by 2007 • Urban squatter population reduced by 5 per cent per year
Oceans, Seas and Coasts	Coastal Zone	Algae Concentration in Coastal Waters	
		Percent of Total Population Living in Coastal Areas	

	Fisheries	Annual Catch by Major Species	
Fresh Water	Water Quantity	Annual Withdrawal of Ground and Surface Water as a Percent of Total Available Water	
	Water Quality	BOD in Water Bodies	
		Concentration of Faecal Coliform in Freshwater	
Biodiversity	Ecosystem	Area of Selected Key Ecosystems	
		Protected Area as a % of Total Area	• Two nature parks and walkways by 2007 • Two additional marine protected area by 2007 • At least 50 per cent of nature-based and community-based tourism operations meet or exceed eco-tourism best practice guidelines and standards by 2006
	Species	Abundance of Selected Key Species	

ECONOMIC

Theme	Sub-theme	Indicator	Key Performance Indicators (FIJI Draft SDP 2005-2007)
Economic Structure	Economic Performance	GDP per Capita	
		Investment Share in GDP	
	Trade	Balance of Trade in Goods and Services	
	Financial Status	Debt to GNP Ratio	• Sustainable debt to GDP ratio.
		Total ODA Given or Received as a Percent of GNP	
Consumption and Production Patterns	Material Consumption	Intensity of Material Use	
	Energy Use	Annual Energy Consumption per Capita	• 390 additional villages and settlements to have access to electricity by 2007 • 95 per cent of the urban population have access to electricity by 2007 • 50 per cent reduction of FEA power disruptions by 2005

			• 300 additional villages and settlements having access to electricity by 2007 through DOE's RE scheme • 90 additional villages and settlements having access to electricity through FEA's Rural Electrification Programme by 2007.
		Share of Consumption of Renewable Energy Resources	• Alternative bio fuel identified by 2006 • Continuous assessment of all local renewable energy potential with the confirmation of the hydro resource potential in the country by 2007 • Research on alternative fuels focusing on production technology for cooking purposes at all levels with 10 demonstration projects by 2007 • RESCOs providing 50 MWh of electricity (or 680 SHSs) from renewable sources for rural communities by 2007 • Cost-effective improvement of our national energy mix (renewables:fossil fuel) by 10% from 40:60 to 50:50 for grid, and from 5:95 to 10:90 for off-grid by 2007. • Diversification of sugar industry to cost effective ethanol and biofuel production. • Introduce legislation for the use of biofuel by industry and automobiles in Fiji
		Intensity of Energy Use	• 10% reduction in electricity consumption in all government Offices by 2007 • Mandatory adoption of energy Labelling and Minimum energy Performance standards for certain household and industrial appliances by 2007. Energy Use (kg oil equivalent) per $1 of GDP (MDG)
	Waste Generation and Management	Generation of Industrial and Municipal Solid Waste	• The Naboro Landfill operational by end of 2005 • Waste management plans for Nadi, Lautoka, Labasa and Savusavu developed by 2007
		Generation of Hazardous Waste	
		Management of Radioactive Waste	
		Waste Recycling and Reuse	

Theme	Sub-theme	Indicator	
	Transportation	Distance Traveled per Capita by Mode of Transport	

<table>
<tr><td colspan="4" align="center">INSTITUTIONAL</td></tr>
</table>

Theme	Sub-theme	Indicator	
Institutional Framework	Strategic Implementation of SD	National Sustainable Development Strategy	• National Policy and Implementation Framework on Poverty approved by 2005 • NGO Social Policy Framework/MOU between Department of Social Welfare and NGOs established by 2005 • Institutional capacity of the Land Resource Planning and Development Unit and the Land Conservation Board strengthened by 2007 • Environment Management Act to fully come into force in 2007 • Implementation of National Action Plan on Disaster Risk Reduction and Disaster Management 2005-2015.
	International Cooperation	Implementation of Ratified Global Agreements	• Fiji Biodiversity Strategy Action Plan implemented • Second National Communication to the Framework Convention on Climate Change endorsed by 2007 • Domestic policies and legislation amended and aligned to international conventions and treaties ratified by Fiji • Programme of action for achieving the UN MDGs established by 2005 • ODA received as a percentage of GDP (MDG) • Proportion of ODA to basic social services (basic education, primary health care, nutrition, safe water and sanitation) (MDG) • Proportion of ODA provided to help build trade capacity (MDG)
Institutional Capacity	Information Access	Number of Internet Subscribers per 1000 Inhabitants	• Internet users connected increased • Increased competition with more Internet Service Providers (ISPs) • An additional 10 schools per year with computers and Internet access

	Communication Infrastructure	Main Telephone Lines per 1000 Inhabitants	- Reduction in telephone charges by an average of 15 per cent by 2006 - Number of international ICT related businesses in operation - Continue providing telecommunication access to more unconnected villages - Telephone lines and cellular subscribers per 100 people, rural and urban (MDG)
	Science and Technology	Expenditure on Research and Development as a Percent of GDP	
	Disaster Preparedness and Response	Economic and Human Loss Due to Natural Disasters	

Other SDP Key Performance Indicators :

Macro-economic Management Sector
- Maintain 2-3 per cent per year on average over a 5-year period.
- Exchange rate stability.
- Reserves equivalent to 4-5 months of import cover for goods only.
- Announcements of further exchange control relaxations in annual budgets.
- Interest rates consistent with low inflation and a comfortable level of foreign reserves.
- Interest rates spreads reduced.
- Reduce top corporate and income tax to 30 per cent by 2007.
- Revenue to be no more than 25 per cent of GDP by 2007.
- Improved collections of tax arrears.
- Government fees and charges indexed to inflation.
- Increase expenditure target ratio of infrastructure, health and education to total expenditure with corresponding cuts in other areas by 2007.
- Net expenditure to be not more than 28 to 29 per cent of GDP by 2007.
- Capital:Operating Expenditure mix of 25:75 by 2007.

Maintenance expenditure as a percentage of total expenditure.

3 to 4 per cent of GDP by 2007.

Social Justice and Affirmative Action
- Centres of Excellence for sports, music and creative art established by 2006
- Reduction in street kids numbers and number of child prostitution and child abuse cases
- More trained special education teachers
- Increased enrolment in special schools
- A policy for disabled persons developed by 2006
- Incentives to encourage families to look after their elderly family members introduced by 2007
- Number of Family Assistance applicants and recipients per year
- Social Justice Act Schedules reviewed by 2006

Rural and Outer Islands Development Sector
- Increased investment in rural planning, coverage and access road maintenance
- 8-9 trips per year on uneconomic inter-island subsidised shipping route
- One subsidised air trip made to each of the eight routes monthly
- Two outer island jetties upgraded per year
- Organisational structure for the management and maintenance of outer island jetties reviewed by 2005
- Telecommunications access to at least 400 more unconnected rural communities by 2007
- Improved outcomes in rural areas in the 11 MDG health indicators
- Review of community contributions for infrastructure development, water, electricity, etc. by 2006.
- Fair distribution of community based projects in the outer islands
- Increase in number of persons employed in cash work (including smallholder agriculture) and cottage industries
- Production of marketable traditional quality food crops increased
- Encourage agriculture shows and cooperative farming in rural areas
- Rural Banking Survey recommendations evaluated and implemented by 2007
- Micro-finance facilities and business advisory services (including marketing) available in 12 provinces in rural areas by 2007 Micro finance scheme to be extended into rural banks
- Development of coconut-based farming and processing units by 2007
- Alignment of Administrative areas along the provincial boundaries by 2006
- Provincial Plans to be adopted by 2006
- Provincial Councils reorganized and strengthened by 2007

- Introduce community capacity building program in all villages and settlements by 2007
- Volunteer Scheme to use experience of retired personnel in rural areas developed

Poverty Alleviation
- Reduction in the number of underweight children (under 5yrs) (MDG)
- Proportion of population below minimum level of dietary level consumption (MDG)
- Certified training programmes for community social workers established by 2007
- Increased micro-finance to the poor
- Increased support to NGOs to provide training for in- family care of elderly persons
- Analysis of HIES results completed by 2005
- Household Income and Expenditure Survey conducted every five years

Law and Order
- Increased access to police services
- Increased public participation in police planning and crime prevention
- Increased efforts by relevant government agencies to respond to CLAG initiatives
- Reduction in complaints against police officers particularly in relation to violation of human rights
- Sharing of information and establishment of a law and order sectoral database
- Fiji Police Intelligence Bureau established by 2005
- Decrease in Road & Safety Fatality Reduction Rates, in conjunction with LTA and NRSC
- Reduction in backlog of cases in the court system
- Increased opportunities for greater access to justice and legal aid services
- Case Laws Database Framework established by 2006
- Improved prosecution and judicial services through electronic case management and research systems
- National Prosecution Service and key components commence in 2006
- Increased use of Alternative Dispute Resolution mechanisms
- Development of alternatives to custodial sentence by the courts
- Implementation of the accepted recommendations of the Beattie Report
- Continued Implementation of Family Law Act
- Consolidation and revision of laws in accordance with approved work programme
- Provision of programmes for offenders
- Continued reduction in escapees annually
- Increased proportion of ex-offenders successfully completing rehabilitation programmes
- Prevent terrorist activities on Fiji's territory
- Reduced number of illegal activities on Fiji's EEZ
- Improved effort at strengthening security and management services
- Contribute to regional and international security
- Increased protection of intellectual property rights
- Continue implementation of Security and Defense review Recommendations

Employment and the Labour Market
- Establishment of Incubation Centre for Employment (ICE) in the 3 divisions by 2006
- National Taskforce on employment creation established and operational in 2006
- Annual review of the Employment Taxation Scheme
- Increase opportunities for overseas employment
- Expansion of intake at tertiary and vocational institutions to meet skills needs
- Public Service pay better reflects scarcity of skills
- Expatriate workers recruited for areas where shortages are critical
- Industrial Relations, labour and minimum wage legislation reviewed by 2005
- Number of "hits" on CHRIS website
- National Accreditation Board for both the formal and the informal sector established and operational in 2006
- Number of "hits" on Career.net website
- Labour force survey conducted annually.

- Training of industrial engineers
- Promotion of wage system based on productivity and affordability
- Performance Management System in operation in the Public Service by 2007

Land Resource Development and Management
- A land tenure system acceptable to all stakeholders by 2007
- Annual number of leases expiring and number of new leases issued by NLTB
- Establish an Indigenous Claims Tribunal in 2006
- Value of FDB-approved loans to landowners for land development (agriculture, fisheries, forestry)
- Participatory National Land Use Plan documented between 2003 and 2007
- Adoption and enforcement of rural land use policy
- Watershed Management Master Plan completed by 2006
- Number of resettlement lots occupied by resettled tenants annually
- Number of ALTA tenants whose leases have expired
- Number of exiting tenants assisted

Environment
- Community awareness programmes on reef mining
- National Analytical Laboratory established by 2006
- Number of litter offences per year
- Naboro Landfill operational by 2005
- National accounts framework that takes account of natural resource depletion and environmental degradation established by 2006
- Public Awareness programmes on the Environment Management Act conducted by 2005
- Environmental audit in public organisations to begin by 2006

Small and Micro-Enterprises
- Government resources allocated annually to SME sector
- Annual awards for individual and group excellence in SMEs
- Greater coverage of SMEs in school curriculum
- User-friendly policies, laws and regulations that affect SMEs implemented by 2006
- Booklets on SME related information published and disseminated by 2005
- Training of trainers and refresher courses conducted on regular basis
- Extend micro finance facilities to Bua, Cakaudrove, Lau, Lomaiviti, Tailevu and Rotuma by 2007
- Incentive scheme for large firms to develop SME suppliers set up by 2006
- Publish SME establishment costs on a regular basis
- Quality and productivity issues addressed by NCSMED and TPAF by 2006
- Research conducted regularly on new markets and opportunities
- NCSMED to work with private sector organisations (FEF, CCI), large firms, FTIB and NGOs (including NGO networks overseas)
- Database of SME activities strengthened by surveys carried out by Bureau of Statistics by 2006.
- Internal database on SMEs created by NCSMED by 2006.

Housing and Urban Development
- Environment impact statements for all development within the urban boundaries required by 2007
- Amend and repeal all urban legislation where appropriate to allow maximum devolution of authority in municipal councils by 2007
- Municipal Development Challenge Fund implemented by 2007
- All municipal council to have town planning schemes by 2007
- Municipalities to adopt accrual accounting
- Examination of Squatter Control Legislation by 2007

Reform of State Institutions
- Capacity building for Parliamentarians and members of Public Accounts and Standing Sector Committees
- Code of Conduct for Leaders implemented by 2005
- Freedom of Information Act passed by 2006
- Constitution reviewed by 2006

- Public Finance Management Act, Public Service Act and Public Enterprise Act harmonised by 2005
- Implementation of the new Financial Management Information System on a cash basis by 2005
- Full delegation of powers to Heads of Ministries by 2005 - 2007
- E-governance as a medium for improving service delivery implemented between 2005 and 2007
- Full implementation of a Performance Management System in consultation with all stakeholders by 2007
- Human resource management information system established by 2006
- Implementation of Job Evaluation Exercises Report recommendations from 2005
- To develop a framework for managing Government's human resources by 2005
- Implementation of Review of Fijian Administration Report by 2006
- Financial and Non-financial performance-monitoring indicators to reflect world's best practices established by 2005
- Undertake review of the Public Enterprise Act and Charter of Public Enterprises by 2006
- Progressive sale of Government shares in state-owned, reorganised entities, Government Commercial Companies between 2005 and 2007
- Options to minimise redundancies from restructures of reorganised enterprises, in consultation with all stakeholders, established by 2006
- Public enterprises to provide at least 10 per cent return on investment after taking account of non-commercial statutory functions
- Public enterprise reform and privatisation policy to be completed by 2005

Foreign Affairs and External Trade
- Fiji's interest and profile advocated in regional and international institutions such as the UN, the Pacific Islands Forum Secretariat, the Commonwealth, etc.
- Trade facilitation in the areas of quarantine protocols, customs, ports and immigration strengthened by 2007
- Continue recruitment of personnel with background in areas of trade, trade negotiations and investment to serve at Fiji's foreign missions
- Private sector to be equal partner with Government in Trade Negotiations
- Improve non state actors participation in trade negotiations
- Capacity building of non state actors in negotiating trade agreements
- Secure visa free entry by Fiji citizens to foreign countries
- Fiji's current trade arrangements under bilateral, regional and multilateral trade initiatives reviewed annually
- Feasibility study on establishing trade offices in new markets completed by 2006
- Memoranda of understanding with new markets established by 2007
- Improve dissemination of information on newly established markets

Health
- HIV/AIDS prevalence among 15-24 year-old pregnant women (MDG)
- Proportion of NCDs reduced by 10 per cent
- Number of children orphaned by HIV/AIDS (MDG)
- Prevalence and death rates associated with tuberculosis (MDG)
- Proportion of tuberculosis cases detected and cured under DOTS. (MDG)
- Reduce amputation rates for diabetic sepsis
- Reduce admission rate for diabetes and its complications
- Reduced waiting time for outpatients
- Patient Information System and Health Information System fully developed by 2007
- Participation of private and traditional care providers increased
- Appropriate levels of drugs and medical supplies reviewed and established by 2006
- Public Health Act, Public Health and Dispensaries Act and Mental Treatment Act reviewed 2006
- Graduates from FSM with MBBS increased to 50 per year
- Graduates from FSN maintained at 200 per year
- Role of nurses and community health workers reviewed and strengthened

- Retention incentives for health professionals reviewed
- Extensions to Labasa Hospital and FSM upgrading completed by 2007
- 2.06 patient beds per 1000 population by 2007
- Three divisional training programmes on quality customer care conducted annually
- Patient satisfaction survey programme in place in many hospitals and selected subdivisional hospitals
- Health financing options reviewed by 2007
- Revised fees and charges in place by 2007

Education and Training
- Curriculum framework developed by 2007 to enhance spiritual, intellectual, social and physical development of students and include environment, business skills and IT by 2007
- Special education policy formulated for the disabled by 2006 [R5.1]
- A review system for all schools in place by 2007
- Trained grant-in-aid teachers progressively absorbed into Civil Service by 2007 courses
- Increase participation of teachers in in-service training workshops
- Lautoka Teachers' College infrastructure and upgraded by 2006
- Building grants reviewed with a view to providing benchmarks for minimum standards by 2006
- Increase submission of audited financial accounts from school managements annually
- Improve the level of consultation and effective participation of all stakeholders in the education system
- Improved pass rates for Fijian students in FSLCE and FSFE
- Continue with the implementation of the blueprint for the affirmative action for Fijian Education
- Higher proportion of rural students passing FSLCE and FSFE
- Rural schools and facilities upgraded
- Distance Education programme developed and piloted in 2007
- Teaching and learning of conversational Fijian and Hindi strengthened by 2006
- Spiritual, moral values, virtues and consumer education and character building incorporated by 2006
- Numbers of trained and qualified teachers increased by 10 %.
- TVET facilities upgraded
- National standards for qualification established by 2007
- TVET assessment system reviewed by 2006
- Review of Private Vocational school establishment procedures implemented by 2006

Gender and Development
- Gender mainstreaming institutions strengthened by 2007
- Gender audits conducted in two ministries by 2007
- National Women's Plan of Action reviewed by 2006
- Review of laws in relation to UN CEDAW completed by 2007
- Increased collaboration and partnership with NGOs to conduct legal literacy training and community awareness
- Access to small, medium and commercial financial assistance to be improved by 50 percent in 2007
- Review of WOSED scheme by 2007
- At least 30% representation of women in Government boards, committees, tribunals, councils, commissions etc. by 2007
- Equal training opportunities at all levels in Government
- Proportion of seats held by women in national parliament (MDG)
- Maintain appropriate sentencing penalties, including counselling, for violent crimes, against women and children
- Awareness training on the Family Law Act
- Public awareness programmes against domestic violence and sexual harassment conducted annually
- Enactment of the Domestic Violence Bill

Youth and Protection of Children
- Young Persons and Juveniles legislation evaluated by 2007
- Database established by 2007
- Increased coordination and monitoring of programmes between Government and NGOs
- Ongoing implementation of National Youth Policy
- 5 yearly report on implementation of UN CRC obligations completed by 2005
- Increased number of accredited training programmes organised by the Ministry of Youth
- Increased number of Youth NGOs
- All components of National Youth Service Scheme established by 2007
- Placement Services/Work Experience Programmes strengthened
- Increased number of SME projects
- Ongoing implementation of Youth Employment Policy Framework
- Unemployment rate of 15 - 24 year-olds (MDG)
- Increased opportunities and access for youths to participate in attachment and volunteer programmes
- Positive Mental Attitude (PMA) training & Duke of Edinburgh Award programme strengthened
- National Youth Week conducted annually with wider youth participation in Youth Parliamentary Session
- Increased participation of youth in decision making processes
- Reduction in HIV/AIDS and sexually transmitted infections (STIs) amongst children and youth
- Drop In Centre established by 2007
- Juvenile Bureau re-established by the Fiji Police Force by 2005
- Enactment of the Domestic Violence Bill
- Reduction in street kid numbers and child abuse cases
- Increased knowledge and responsibility of family life issues amongst parents/youth
- Ongoing implementation of Life Skills Education

Culture and Heritage
- National policy framework established by 2007
- Existing legislation (Fiji Museum Act, the Intellectual Property Rights Act) reviewed and updated by 2006
- Listing of one heritage site in UNESCO World heritage listing by 2007
- Improve and strengthen capacity of existing heritage management agencies by 2007.
- Arts and culture subjects integrated into the school curriculum by 2005
- Number of women/youth individually and/or collectively participating in creative arts increased
- Number of village based workshops conducted with *mataqali* landowning units increased
- National cultural festivals increased.
- Number of performances of cultural exchange groups increased

Sports Development
- Annual increase in participation of citizens in "sports for all" activities
- Integrate "sports for all" in the workplace by 2007
- Continue implementation of National Sports Policy
- Increased number of playing fields and other recreation facilities
- Number of qualified sports scientists increased by 2007
- Sports facilities within Laucala Sports City host at least one international meet annually
- Annual increase in corporate sponsorship
- Improved ranking in international and regional meets in all sports
- National Academy of Sports established by 2007
- Increase in number of athletes and players contracted to overseas clubs
- Increase in value of remittances from sportspersons annually

Disaster Mitigation and Management
- Response plans by various agencies for cyclones, earthquakes, tsunamis, floods, droughts and volcanoes developed by 2006.
- Risk assessments for major urban centres (Ba and Labasa) completed by 2006.

- Flood hazard mapping completed in the Central Division by 2006.
- Disaster management review completed by 2006.
- Civil community involvement in emergency relief programme increased
- Community preparedness and self-sufficiency in dealing with natural disasters increased
- Increased educational and training programmes in disaster and risk management.
- Conduct 2 national courses on Introduction to Disaster Management and Emergency Operations Centre Management; Initial, Damage Assessment and community based training workshops by 2006.
- Integration of disaster risk management into training curricular by 2006.
- Reactivate the Disaster and Risk Management Training Advisory Committee (DARMTAC) by 2006.
- Early warning system operational for floods (Nadi, Ba and Rewa catchments) by 2006
- Emergency Management Volunteer Service operational by 2006
- National Disaster Awareness Week conducted annually

- More enforcement and awareness on the building code.
- Database on priority list of infrastructure for mitigation developed by 2006
- National CHARM Guideline and implementation strategy developed by 2006
- Application of CHARM in capital development projects
- Early warning system for all hazards established at local and national levels and integrated with regional and global network

Sugar
- FSC recapitalised in 2005
- Implementation of the sugar industry reform plan from 2005 to 2007
- The ADB Alternative Livelihood Project to commence implementation in 2005
- Number of tenants resettled under Government resettlement schemes
- Number of evicted tenants receiving assistance
- Appropriate and fair leasing arrangement in place by 2007
- Action plan for the relevant improvement in the mills is implemented progressively from 2005 to 2007
- Cane quality system based on grower-miller equity implemented in 2007 followed by grower-grower equity in 2008
- Action Plan to increase productivity and quality of sugarcane is implemented progressively from 2005 to 2007
- Production per hectare progressively increased to 70-80 tonnes per hectare
- Appropriate restructure of the cane transportation system be progressively implemented from 2005 to 2007
- Feasibility study conducted on ethanol production by 2005
- 30 MW of electricity sold to Fiji Electricity Authority by 2007
- Acceptable return on equity
- Increased quantity of cane produced by indigenous Fijians
- Mill area taskforces and committees established to assist indigenous farmers in 2005

Non Sugar Crops and Livestock
- Strengthen Agricultural training institutions to improve training services to all stakeholders
- Encourage agriculture shows and cooperative farming in rural areas
- Increased technical and scientific training for all stakeholders
- Number of applicants/successful applicants for the Small Business Equity Scheme
- F$ value of investment in non-PWD rural road maintenance/water/electricity
- Legislation in place to support industry-determined and enforced quality standards for root crops and horticulture by 2006
- Improve the number and value of agricultural projects approved by FDB
- Number of commodity protocols established
- Value of non-sugar agriculture exports per year

- Intensified research into commodities that have niche markets
- Value of food imports
- Promotion of Food Safety and Quality programmes
- Increase the utilization of Rewa Dairy's processing capacity to 30% by 2007
- Increase beef production by 10% annually
- Number of farmer groups supplying major hotels
- Promotion and awareness in use of local foods for recipes and dishes
- Implementation of Alternative Livelihoods Project (2006-2011)
- Implementation of Rural and Outer Islands Programme (2006-2011)
- Intensify coconut based farming and processing

Forestry
- Training Facilities fully operational by 2006
- Length of forest access roads maintained annually
- Expenditure and number of participants in awareness of conservation and biodiversity training programmes
- Forest certification for indigenous, pine and mahogany forests attained by 2007
- Number of resource-owners trained per year
- Number of resource-owners participating in forestry industry (pine, mahogany)

Marine Resources
- Marine Pollution Prevention Bill enacted and implemented by 2007
- Fisheries Management Bill enacted by 2006
- Community awareness programmes on reef mining
- Mangrove Management Plan formulated by 2006
- Annual assessment of suitability of current TAC of 15,000t and vessel limit of 110
- Increase fisheries export by 10% per annum
- Expansion of pearl farming to commercial industry level by 2007
- Number of training courses conducted with industry on HACCP and CITES
- Increased cargo capacity to facilitate exports
- 10 community-owned companies established and operating by 2007
- Increase in number of offshore fishing licences reserved for indigenous Fijians issued to genuine Fijian boat owners annually
- Establish at least one rural fish service centres annually
- Commodity councils within the industry to be operational by 2005
- Resource Management Plans for at least 15 *qoliqoli* areas developed annually
- Publication of inshore and offshore fisheries bulletins on a quarterly basis by 2006

Tourism
- Direct flights to new markets and entry of new carriers
- Target 600,000 visitors by 2007
- An additional 2000 rooms available with the new 3 to 5-star hotels completed by 2006
- Hotel Aids Act reviewed by 2005
- Review of Tourism Development Plan by 2006
- Introduce benchmarking for quality of services and training
- Promote niche market for specialized tourism
- Increase institutional capacity and resources of Ministry of Tourism
- Develop and implement a funding formula for FVB
- Tourism investment regime reviewed by 2005
- Increased local supply of agriculture produce to hotels and restaurants
- Increased length of stay and higher hotel occupancy rates
- More resource owner businesses established
- New hotel management school established and curriculum developed by 2007 in consultation with industry
- Scholarship provision for higher education

Manufacturing and Commerce

- Industry plans and promotional brochures focusing on manufacturing-based industries prepared by 2006 and promoted in niche markets
- Agro-based manufacturing products researched by 2006.
- Infrastructure provided for private sector investment projects
- Contracting out and opportunities for the private sector in public services increased
- Annual value of foreign direct investment.
- Government red tape reviewed by 2006
- Investment Incentive Scheme reviewed annually
- Industrial subdivisions with appropriate infrastructure support established in Navua, Sigatoka, Ba, Tavua, Rakiraki, Savusavu and Labasa between 2005 and 2007
- Number, type and outcome of complaints to the PIB, the Fair Trading department, the Consumer Council and the Commerce Commission
- Product standards and weights and measures enforced.
- Protective tariffs to be reviewed annually
- Prices and Incomes Board (PIB) reviewed and restructured by 2006

Mineral and Groundwater Resources
- Exploration expenditure increased by 15-20 per cent annually
- Petroleum and gas exploration policy developed in consultation with the industry
- Fiscal initiatives to be taken in consultation with industry
- At least one new mining operation by 2005 or exploration projects moved to significant feasibility stage
- Mineral mapping and feasibility studies of industrial mineral projects (e.g. lime, marble) conducted by 2007
- Number of "hits" to MRD website
- Increased gold exports per year
- A new Mining and Water Act adopted by end of 2005
- Compensation policy for minerals adopted in 2005
- Groundwater legislation as part of comprehensive water legislation developed and put in place by end of 2006
- Royalty regime for commercial exploitation of groundwater and legislative initiative put in place by 2006
- Value of bottled water exports
- Marine mineral policy finalised in 2005
- New geological mapping projects to upgrade resources databases, particularly on green fields or prospects initiated

Financial Services
- Feasibility of a Financial Services Regulator examined by 2006
- Micro-finance regulations established by 2007
- Implementation of incentives to encourage companies to list on the stock exchange by 2007
- Number of shares traded, total market capitalisation, number of unit holders and number of corporate bonds issued through the SPSE increased
- International best standard insurance and funds management practices to be adopted on an ongoing basis
- FDB review recommendations evaluated for implementation in 2006
- Rural banking survey recommendations evaluated and implemented by 2007
- Enhanced disclosure and monitoring of bank fees and charges
- Restructure and rationalisation of FNPF operations by 2006
- The superannuation sector to be reviewed for restructuring by 2006
- Appropriate legislation to be established to provide legal backing to FASs and FSAs.
- Retail bonds to broaden the range of instruments introduced by 2006

Information and Communications Technology Services
- Telecommunications legislation and regulatory body established by 2006
- Exclusive telecommunication licenses removed by 2007

- All ICT-related legislation reviewed and amended by 2007
- A fully developed internationally compliant privacy system for the handling of information in the ICT sector by 2007
- All teachers IT skills upgraded
- ICT employment skills training modules adopted by IT training providers by 2006
- Integrated e-government development plan implemented by 2007
- Suitable government services available through the Internet by 2007

Transport

- Fiji Road Authority, with cost recovery system, established by 2007
- Installation of at least six fixed weighbridges at strategic locations around the country
- An additional 150km of road tarsealed under the Fiji Road Upgrading Project Stage 3 by 2007
- Feasibility study on the mass transit system along Suva-Nausori corridor by 2007
- New Rewa Bridge by 2006
- 2 outer island jetties upgraded per year
- Suva and Lautoka ports upgraded by 2005
- Management and maintenance of outer island jetties reviewed by 2006
- Number of passenger seats per annum
- Improved runway capacity to meet additional cargo requirements by 2005
- Utilisation of additional air traffic rights under existing ASAs by 2007
- Restructure and reform AFL in line with international benchmarks by 2007
- Funding and divesture of non-core activities of CAAFI
- Increased level of private-sector participation in   transport services and infrastructure, including the Build, Operate and Transfer (BOT) concept by 2007
- Port sector reform with clear separation of regulatory, social and commercial functions fully implemented by 2006.
- Reduction in the number of road deaths by 15 per cent by 2005
- Review of legal frameworks related to the safety of all modes of transportation
- Guiding principles for transport subsidies and transport pricing established by 2007

Energy

- National Energy Policy formulated by 2006 and implemented by 2007
- Review of the FEA regulatory role by 2006
- Enactment of the Renewable Energy Bill by 2006
- Establishment of a national framework for IPPs participation in the power sector by December 2006
- At least one Independent Power Producer by 2006 under FEA's IPP frameworkwork program.
- Effective information system on energy data collection in place by 2007.
- Publication of " the National Energy Statistics" on bi-annual basis
- A study on energy security in the country to be completed by 2007

Water and Sewerage

- Water and Sewerage services corporatised by 2007
- Private sector participation in the provision and maintenance of water and sewerage services increased through outsourcing with at least 15 contracts in place by 2007
- Level of unaccounted-for water reduced by 30 per cent by 2007
- Piped water shortages and breakdown reduced by 30 per cent by 2007

Budgeting

The national budget in The SDP is referred to as the "Plan of Plans" of which the strategic priorities sector policies and policies on major issues are outlined. Ministry corporate plans are determined by the strategic priorities and detailed sector policies. The Ministry Corporate Plans are then used to guide budget priorities. The Corporate Plans are expected to be submitted within the budget preparation period between the months of February to October. The capital budget, which comprises of costs relating specifically to the sector goals is prepared via a budgetary tool called the Public Sector Investment Programme (PSIP). The PSIP is a critical component of Government's three-tiered strategic planning approach to development. The components of the strategic planning process include:

- A Strategic Development Plan – The SDP outlines the vision, mission, medium term development strategy, macroeconomic framework and sector policies of Government;

- Annual Corporate Plan (ACP) of Ministries/Departments - These plans spell out the activities and resources required to attain core outputs outlined in the Performance Portfolio Statement in line with the macro-economic policy framework and sector policies/strategies contained in the SDP; and

- A PSIP, which contains a pipeline of Government's planned capital investment, including ongoing, new and aid funded projects over 3 years. The PSIP is updated annually.

The programme of planned capital projects contained in the PSIP is utilized to guide the allocation of resources in the budget process. Therefore, projects requested must be consistent with the outputs in the Annual Corporate Plan.

The Quarterly Project Performance Report monitors the implementation of capital projects (Capital Construction, Purchases and Grants) executed by Ministries and Department. The report provides important feedback on fiscal concerns and on the effectiveness of government's development programmes. These reports are consolidated and presented to various committees, including the Development Sub-Committee (DSC), Cabinet Sub-Committee on the Budget and Cabinet.

Aid Effectiveness

The Overseas Development Assistance (ODA) percentage of GDP in Fiji is 2.5 percent (UNDP 2005). ODA is channeled through the broad policy areas as defined in the National Strategic Development Plan 2003-2005 and is received either through cash grant or aid-in-kind. As shown in Table 2 below grants from donors has increased annually between 2001 – 2006.

Table 2: Current and Projected ODA Flows to Fiji Between 2001 – 2008

($m) Donor	2000(A)	2001(A)	2002(A)	2003(A)	2004(A)	2005(R)	2006(F)	2007(F)	2008(F)
Australia	4.00	4.56	6.80	12.50	12.50	16.90	21.73	-	-
Canada	0.25	0.28	0.25	0.04	0.04	0.27	-	-	-
China	2.75	6.25	2.75	0.00	0.00	0.30	10.65	-	-
EU	2.20	3.31	12.84	22.20	22.20	27.82	15.24	-	-
Japan	3.20	4.00	4.80	8.2	8.2	0.75	-	-	-
Korea	0.06	0.20	0.20	0.00	-	-	-	-	-
New Zealand	0.09	0.62	0.86	0.40	0.40	1.90	9.55	9.61	8.00
UNDP	0.25	2.12	0.25	0.01	0.01	0.10	0.68	0.00	0.00
Others	0.80	0.80	1.60	2.59	2.59	2.40	2.12	2.12	2.12
TOTAL	**13.60**	**22.14**	**30.35**	**45.94**	**45.94**	**50.44**	**59.97**	**11.73**	**10.12**
Comprising									
Cash	1.10	0.46	0.27	1.97	3.40	3.80	9.67	4.49	3.31
Aid-in-Kind	12.50	21.68	30.08	43.97	42.54	46.64	50.30	7.24	6.81

Source: Ministry of Finance & National Planning

There are, however, a number of challenges when monitoring aspects of aided projects. Some of these include: ministries and departments overriding aid procedures; lack of dialogue and consultation between concerned parties leading to an unknown track of aid allocation and expenditure. Monitoring of aided projects is also affected by the constraints that hinder the implementation of these projects. These include: lack of manpower and appropriate technical expertise in managing aided projects at ministerial/departmental level; weak risk assessments particularly relating to environmental and land management issues; time consuming consultation processes relating to donor country decision-making bureaucracy (FMFNP, 2005).

Further data is required to comprehensively assess the consistency of aid programmes and flows with national priorities. Data on aid contained in Table 2 is limited to that which is channeled through the Ministry of Finance and National Planning. This excludes aid fund that is provided directly to non-governmental organizations as well as to certain governmental agencies. Including this portion of aid flow to the current set of data and disaggregating the total according to sectors will be a more effective means of assessing whether aid flows are in line with national priorities and it is meant to.

Institutional Actors

The Ministry of Finance and National Planning (MFNP) is largely responsible for coordinating the development, implementation and monitoring to the National Strategic Development Plan in collaboration with other line ministries. These activities occur within a national framework of development planning and decision making.

Parliament is the ultimate forum where Government's policies, strategies and programmes are debated and approved. However, before any legislation or plan is presented to Parliament it is screened by the various committees of which there are two key types – the Sector Standing Committee (SSC) and the Development Sub-Committee (DSC).

The SSC screens any new legislation or legislative amendments before it is presented to Parliament. The function of the SSC are to scrutinize Government Administration, examine bills and subordinate legislation and such functions as are specified from time to time in the rules and order of the House of Representatives. At present there are six SSCs:

(i)   Sector Standing Committee on Administrative Services;
(ii)   Sector Standing Committee on Economic Services;
(iii)   Sector Standing Committee on Social Services;
(iii)   Sector Standing Committee on Natural Resources;
(iv)   Sector Standing Committee on Justice, Law and Order; and
(v)   Sector Standing Committee on Foreign Relations.

The Development Sub-Committee reviews all policies and programmes relating to national development prior to submission to a Cabinet Sub Committee or Cabinet. The DSC consists of all Chief Executive Officers. The Cabinet Sub-Committees that advise the Cabinet are:

(i)   Cabinet Sub-Committee on Investment (CSI);
(ii)   Cabinet Sub-Committee on Budget (CSB);
(iii)   Cabinet Sub-Committee on Sugar (CSS); and
(iv)   Cabinet Sub-Committee on Poverty Alleviation (CSPA)

The other important committees are:

(i)   Macro Economic Committee (MEC);
(ii)   Budget and Aid Coordinating Committee (BACC);
(iii)   Commercialisation, Corporatisation and Privatisation Committee (CCPC); and
(iv)   National Economic Development Council (NEDC).

Figure 1: Decision-Making Machinery of Government
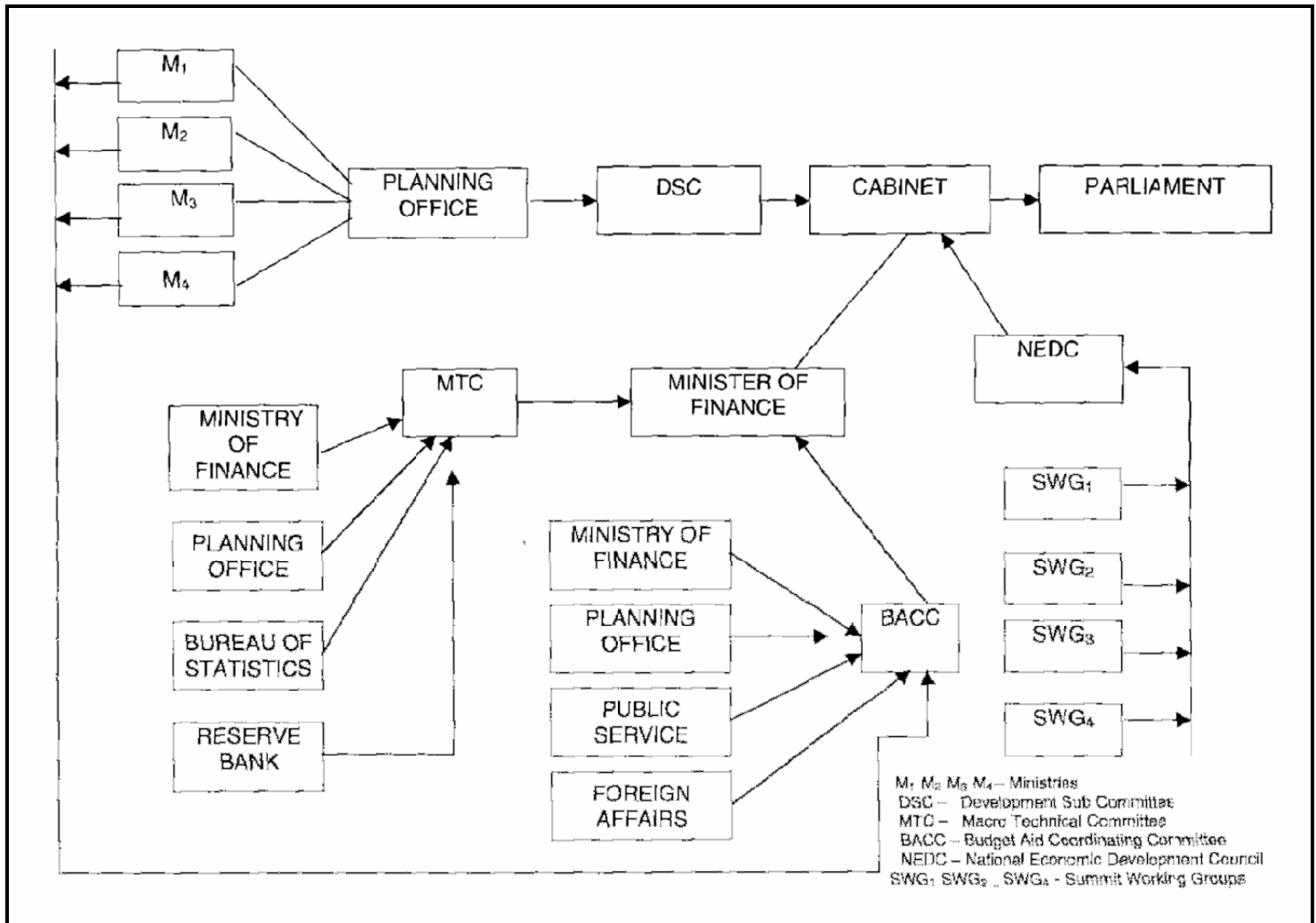
Further to this, a National Economic Development Council (NEDC) was established in early 2005 to facilitate the monitoring of the implementation of the SDP. The NEDC is supported by nine Summit Working Groups (SWGs) who meet quarterly to discuss the implementation of the Plan. The Plan and the NEDC are important mechanisms for integrating sustainable development into national planning and budgeting. The NEDC is comprises of:

Minister of Finance and National Planning
Minister of Communications
Minister for Commerce and Industry
Minister for Works and Energy
Minister for Public Enterprise and Public Sector Reform
Attorney General and Minister for Justice
General Secretary, Fiji Council of Churches
Executive Director, Fiji Council of Social Services
President, Fiji Chamber of Commerce and Industry
President, Fiji Islands Council of Trade Unions

      Chief Executive, Fiji Employers Federation
      President, Fiji Trade Union Congress
      Assistant National Secretary, Fiji Trade Union Congress
      Fiji Indigenous Business Council
      President, Fiji Manufacturers Association
      Chairpersons of the 9 SWGs

Each of the 9 SWGs are made up of representatives from the following agencies:

SWG 1 Macroeconomic Management and State Institutions
Fiji Gas, Fiji Employers Federation, Reserve Bank of Fiji, Fiji Chamber of Commerce and Industry, Price Waterhouse Coopers, Fiji Island Council of trade Unions, Director of Energy Department, CEO – Ministry of Labour, CEO – Public Service Commission, CEO - Ministry of Public Enterprise and Public Sector Reform, Fiji Islands Revenue and Customs Authority, Fiji Islands Trade and Investment Bureau, Carlton Brewery Fiji Limited, Elisha Engineering, Colonial National Bank, Amalgamated Telecom Holdings.

SWG 2 Structural Reforms
Mark One Apparel, Reserve Bank of Fiji, University of the South Pacific (USP), Telecom Fiji Limited, Fiji Trade and Investment Bureau, National Bank of Fiji, Suva Chamber of Commerce and Industry, Amalgamated Telecom Holdings, National Bank of Fiji, Fiji Employers Federation, Telephone Pacific, Native Land Trust Board, Fiji Audiovisual Commission, Fiji Retailers Association, Ministry of Commerce and Industry, Ministry of Foreign Affairs.

SWG 3 Rural Development
Consultant, Secretary to Cabinet, Fijian Affairs, Provincial Development, Prime Ministers Office, Goodman Fielder, Bua Provincial Council, Kadavu Provincial Council, Sunny Brooke Levuka, Shipping Services, Nai Soqosoqo Vakamarama, Ministry of Multi-Ethnic Affairs, Country Services, Methodist Church of Fiji, Department of Cooperatives.

SWG 4 Poverty and Social Justice
National Council for Small and Micro Enterprise Development, Fiji Council of Social Services, Fiji Employers Federation, National Council of Women, Habitat for Humanity, Citizens Constitutional Forum, Fiji Indigenous Business Council, Fiji Women's Crisis Center, Fiji Council of Churches, Ministry of Local Government, Housing & Environment, Ministry of Labour and Industrial Relations, Fiji Islands Bureau of Statistics, Ministry of Women, Social Welfare & Poverty Alleviation, Public Rental Board, Ministry of Youth & Sports, Aftercare Fund, Ministry of Fijian Affairs, Prime Minister's Office.

SWG 5 Infrastructure
Architects Pacific, Fiji Master Builders Association, Basic Industries, Fiji Master Builders Association, ANZ Fiji, Serua Provincial Council, Sigatoka Advisory Council, Savusavu Advisory Council, Ministry of Works, & Energy, Ministry of Housing Authority, Fiji Electricity Authority, FMF & Atlantic Pacific & Packaging Ltd, Alloy Fabricators, Fiji Bus Operators, Tappoo Group of Companies.
SWG 6 Tourism

Warwick Group, Fijian Holdings Limited, Merchant Finance, Shangri-La Fijian Resort, Hot Bread Kitchen, University of the South Pacific, Fiji Visitors Bureau, Fiji Media Council, Tanoa Hotels, Motibhai Group, Resource Owners Representative, Ministry of Tourism, Fiji National Provident Fund, Air Pacific Fiji Ltd, Airports Fiji Ltd, Sheraton Royal Denarau, Fiji Hotels Association, Air Traffic Services.

SWG 7 Social and Community Development
Fiji Institute of Technology, Fiji Council of Social Services, Habitat for Humanity, HART, Ecumenical Centre for Research, Education and Advocacy, Fiji Local Govt Association, St Vincent de Paul, Rotary Club Suva East, Fiji Disabled People's Association, Catholic Education, Ministry of Education, Ministry of Youth & Sports, Ministry of Health, Ministry of Local Govt, TPAF, Fiji Medical Association, Fiji Rugby Union, Save the Children Fund, Department of Women.

SWG 8 Natural Resources
Native Land Trust Board, Pacific Fisheries Company, Solander Pacific, Fijian Holdings Ltd., Fiji Sawmillers Association, Ministry for Fisheries & Forests, Fiji Hardwood Corporation Limited, Ginger Industry Council, Sugar Industry Tribunal, Aquaculture Council, Viti Corp, Fiji Meat Industry Board, Fiji Fish, Emperor Gold Mines, Natural Waters of Viti Ltd, Ministry of Land and Mineral Resource, Ministry of Agriculture, Sugar and land Resettlement, Department of Environment, Conservator of Forests.

SWG 9 Law and Order
Transparency International, Lami Crime Prevention Committee, Ministry Fijian Affairs, Solicitor General's Office, Fiji Women's Rights Movement, Ministry of Justice, Ministry of Home Affairs, Police Commissioner, Commissioner of Prisons, Public Prosecutions, Legal Aid Commission, Fiji Law Reform Commission, Immigration Department, Royal Fiji Military Forces, Chief Registrar, Chief Magistrate.

National Council on Sustainable Development
The Ministry of Finance and National Planning plays a key role in integrating sustainable development principles into national development plans and priorities. Since 2002, MFNP has been the focal point for sustainable development and was responsible for providing secretariat services to the National Steering Committee on Sustainable Development. The steering committee was initially formed to prepare Fiji's National Assessment Report for the World Summit on Sustainable Development. The committee comprised of representatives from the various line Ministries and Departments as well as non-governmental organizations. The committee remained active following the WSSD to monitor the JPoI. The committee then prepared the National Assessment Report of the BPOA +10 meeting that was held in January 2005.

In January, 2006 the steering committee was formally recognized as the National Committee on Sustainable Development (NCSD). This committee has been mandated to formulate Fiji's first official National Sustainable Development Strategy. The first part of this undertaking is to assess if the current strategic development plan and framework are in line with the four principles that serve as the criteria for a National

Strategy for Sustainable Development. The NCSD is currently placed at the periphery of the national development planning and decision making framework. It is currently made up of representatives of the following agencies:

Ambassador at Large (Chairperson)
All government Ministries
World Wide Fund for Nature (WWF)
Fiji Council of Social Services
University of the South Pacific (USP)
Reproductive Health Association of Fiji
Pacific Forum Secretariat
National Consultant for NSDS

Allocation of Tasks for SDP Implementation
The Ministry of Finance and National Planning (MFNP) develops the SDP of which the vision, sector policies and strategic priorities are defined. MFNP coordinates the implementation of the national strategic development plans. Its primary role is to support the Government in the efficient and effective management of the national economy in line with the Government's vision for the nation. This role includes the following services:

- Sound economic and financial forecasting, advisory and analytical services;
- Budget management services;
- Accounting services;
- Statistical collection and data supply services (supporting both public and private sector planning and analysis);
- Financial asset and liability management services;
- Printing services;
- Electronic networking of Government agencies; and
- Purchase and supply services.

The MFNP is accountable to the Government for the promotion of sound resource management practice among the various Government agencies, with particular emphasis on finances.   It is also responsible for promoting the sound economic management of the national economy with respect to those macroeconomic variables that are generally considered to be an important indicator of an economy's growth consistent with sustainable development.

MFNP's role in coordinating the implementation of sector policies mainly involves the monitoring and gathering information from the various line ministries on work progress based on the key performance index. The allocation of sector policy tasks as contained in the SDP is determined voluntarily by each ministry depending on the issues they have been mandated to address. Each Ministry defines its own priority and there is an unwritten understanding among Ministries as to which organization takes the lead role on certain policies. These identified areas of focus and workplan is outlined in each Ministry's Corporate Plan.

Assessing the clarity and appropriateness of how sector policy tasks and activities have been allocated is a key step to determining the effectiveness of the current modalities of cooperation among government entities. An effective modality of cooperation among government entities is crucial to ensuring an enabling environment for sustainable development is created. However, assessing this is difficult for the following reasons:

- the absence of a comprehensive document summarizing which government agency is lead or supporting agency in addressing certain sector policy/objective as outlined in the SDP.
- The defined sectors do not necessarily correspond or reflect each Ministry's portfolio. For example the sector goal for Youth and Protection of Children can be linked to several ministries including the Ministry of Youth, Employment Opportunities and Sports and the Ministry of Women, Social Welfare and Poverty Alleviation.

Adequately defining the linkages between sector objectives and the implementing ministry is important for the effective coordination of tasks centrally as well as in making vertical linkages of sector strategies. This may require specifying the government agency that will lead and those that will support the leading agency in implementing certain sector goals and policy objectives. This is important because national budgetary allocations are guided by ministry corporate plans and specifying these linkages will enhance the effectiveness of the budgeting process.

A more lucid modality of cooperation and process of task allocation (with clear demarcation of roles and responsibilities by each Ministry) is required if an enabling environment for sustainable development is to be created nationally. A key limitation in the SDP 2003-5 implementation framework is that the linkages between the implementation of the strategic plan and the persons or entity that carries out those actions is either minimal or unclear. The SDP 2003-5 Mid-Term Review provides information on the work progress and achievement relating to the various key performance indicators. However, minimal reference is made to the institutions that implemented the activities. Further, it is rare to find mention of collaboration or partnership with other government institutions in ministry corporate plans. For example, there are no requirements within the current workplan template to indicate partner organizations and the effective collaboration among ministries is rarely included as a performance indicator.

Another key challenge to creating an enabling environment for sustainable development is limited access and flow of organizational information between government ministries. In the process of compiling this report, some corporate plans were not easily accessible either because their 2006 Corporate Plan had yet to be completed while a certain ministry stated that their corporate plan was not for public access. The absence of ministry corporate plans at the Ministry of Finance and National Planning is further indicative of current institutional challenges. The discussion in this section generally shows that the current institutional and national planning framework has certain limitations that need to be addressed in terms of creating an enabling environment for sustainable development.

Civil Society Participation

Civil society includes non-governmental organisations, the private business and companies, the general public and any other non-state entity. Fiji currently does not a have a formal mechanism that ensures civil society participation in national decision-making. As such, civil society participation occurs in Fiji but on an ad hoc basis. The involvement of civil society is often dependent on the choice of approach by the relevant government authority handling the matter and/or if a civil society organization or group agitates.

Informal, ad hoc systems of public participation in Fiji occurs at two levels of development planning and decision-making. First is the participation of major stakeholders in the overall strategic development framework and the national committee for sustainable development. Formal public consultations occured in the process of formulating the SDP 2003-2005. Thirteen taskforces were established in 2000/2001 to deliberate on national sustainable development issues and put together strategies for addressing these issues. Membership of taskforces include representatives from government, non-government and civil society organizations. These series of taskforce meetings culminated in the convening of the National Economic Summit where representatives of the community collectively deliberated on issues and approved the National Strategic Development Plan 2003-2005. At least three NGOs have been part of the National Steering Committee on Sustainable Development since it was formed in 2002 to assist Government in its preparation for the World Summit on Sustainable Development. As part of the preparatory process, the Pacific Concerns Resource Centre, a regional NGO, coordinated a national multi-stakeholder consultation on sustainable development. The outcome of this consultation was then incorporated into the Fiji's National Assessment Report to the WSSD. Further, two NGO representatives were part of Fiji Government Delegation to the WSSD. This exemplifies public consultation and participation occurring at an informal level.

Second is in relation to the participation of civil society in decision-making at the sectoral level or on within issue specific contexts. On certain occasions civil society groups are given the opportunity to voice their concerns and propose changes to bills that have been submitted to parliament through the Sector Standing Committee meetings. The public may also lobby their democratically elected parliamentary representative to influence decision-making at this level. Two examples of effective public engagement in the development and passing of legislation can be found in the process upon which the Family Law Bill and the Environment Management Bill were enacted. There are also cases in which certain bills had been passed despite publicized public dissent. However, the process of civil society participating in Sector Standing Committee deliberations occurs only for selected cases on an ad hoc basis. There is no mandatory protocol for civil society to be consulted in the enactment of bills.

The design, implementation and evaluation of issue specific policies and plans also involve civil society representatives at various levels. For example the draft Social Sector-NGO policy framework currently in the process of being finalized will guide the effective partnership between government and NGOs to improve the delivery of social

welfare services. The development of the National Biodiversity Strategy Action Plan (NBSAP) is another example of how various stakeholders effectively collaborated to produce a plan that incorporated a wide range of views and interests. Such broad participation, however, was facilitated by the requirements for the participation of local community as contained in the Convention on Biological Diversity of which Fiji officially committed to. These requirements are also evident in the national implementation of various other multi-national agreements.

While there are avenues within the national decision-making machinery that allows civil society groups to participate in policy development and implementation, assessing the effectiveness of their participation is problematic due to the lack of research and analysis on the issue.

Apart from the absence of a formal mechanism for civil society participation, a key structural limitation is the inadequacies within Fiji's legislative framework to accommodate for the types of NGOs that engage in national policy advocacy and debates. The most appropriate means for NGOs to attain legal status is to register under the 1945 Charitable Trusts Act. This confines them to operate within the definition of 'charitable' objectives as stated in the Act. Although NGOs in Fiji have publicly expressed their views and advocated around state policies and actions, these activities go beyond the provisions of the act and, therefore, places them in a vulnerable position. For example, in 2003, the Registrar of Trusts deregistered the Citizen's Constitutional Forum (CCF) because of the organisation's failure to pursue the 'charitable' objectives prescribed by the Act. Like numerous other local NGOs in Fiji, CCF's organizational objective is to engage in research, public awareness and policy advocacy of which is not catered for under the Charitable Trusts Act. A legal framework that accommodates for organizations that mobilize civil society to express their view on national policies and state accountability is a fundamental condition for sustainable development.

PART V   CONCLUSION AND RECOMMENDATIONS

A national sustainable development strategy is important because it facilitates the process of change in a country. Its aim is to develop a framework and to use tools and incentives that encourage governmental authorities and civil society to actively participate in promoting sustainable development (Sweden Ministry of Environment 2002). This assessment has identified some key aspects in the current development framework that may be obstacles to achieving sustainable development. These issues are summarised according to the five requirements for a national sustainable development strategy as set by UNDESA (2002). It is recommended that two approaches be taken to bring about sustainable development in Fiji.

> **i.   Ensure that the 2007-2011 Strategic Development Plan sufficiently incorporates the five NSDS principles as an immediate measure.**

> **ii.   Consider the development of a National Sustainable Development Strategy upon which long-term sustainable development goals, strategies and indicators are defined.**

Key gaps in the current development framework that is to be addressed through the above two approaches are summarized as follows:

Principle 1: Country ownership and commitment
The 13 taskforces consulted in the process of formulating the SDP 2003-2005 may be indicative of the level of national ownership of the strategic plan. The multi-stakeholder ownership of the Draft SDP 2005-2007, however, is a continuation of the former development plan with a few added key performance indicators. While the structural consultation process is indicative of participatory process of policy development, the effectiveness of the structure in securing national ownership of the SDP may need further assessment. A number of key issues that appear in the report is indicative of certain limitations that may be barriers to ensuring full national ownership of the strategic plans. These include: the absence of a formal consulting mechanism for civil society organizations; the heavy emphasis placed on economic and social issues reflected in the strategic plan; the lack of reference made to local and community level strategic plans; and the limited of a consultative process in the design of the Draft SDP 2005 – 2007.
Recommendation 1: Ensure the equal and effective participation of a wide cross-section of stakeholders (various ministries and civil society stakeholders) in the development of the next SDP.

Principle 2: Integrated economic, social and environmental policy across sectors, territories and generations
The current SDP is largely economic driven with and places a heavy emphasis on social issues. The limited incorporation of environmental considerations in the overall SDP framework is not reflective of the various environmental legislations, policies, strategies and plans exist at the sector level.
Recommendation 2: Conduct a more detailed assessment of the sustainable development linkages that exist in currently existing policies, strategies and plans (i.e. complete Table 1).
Recommendation 3: Ensure that sustainable development principles are incorporated where relevant into the next SDP.

Principle 3: Broad and effective participation
The absence of a formal consultative mechanism for civil society in the national decision-making framework is a significant limitation of the current governance system. Broad public participation in decision-making is a fundamental pre-requisite to sustainable development. Limitations in the public access to up to date information relating national and ministerial development goals and strategies may also need to be addressed.   While civil society currently engages in an ad hoc manner on certain policy development and implementation initiatives, the need for a formal mechanism of consultation and information dissemination is required to ensure the public participation across the sectors.
Recommendation 4: Include the development of a formal mechanism for civil society participation in the 2007-2011 SDP.

Principle 4: Development of necessary capacity and enabling environment
This report shows a number of important structural mechanisms that need to be developed if a enabling environmental for sustainable development is to be created. The following recommendations are some means of addressing this.
Recommendation 5: Develop a more lucid modality of task allocation and inter-agency cooperation to address the gaps in translating the overall strategic development plan into the Ministry Corporate Plans, budgeting and in setting realistic targets. A description of this modality is to be part of the 2007-2011 SDP.
Recommendation 6: Strategically position the National Committee on Sustainable Development within the national decision-making framework so as to give it more influence in monitoring the implementation of the SDP.
Recommendation 7: A formal consulting mechanism for civil society in the formulation and implementation of national policies and plans.
Recommendation 8: Develop a legislative framework that provides a legal status to civil society organizations that engage in policy advocacy and debates.
Recommendation 9: Harmonize internationally accepted and locally defined sustainable development indicators into the national key performance indicators as well as into Ministry level indicators.

Principle 5: Focus on outcomes and means of implementation
The need to harmonise sustainable development indicators at the international, regional, national, and local levels is an effective means of measuring sustainable development

achievements. 28 of the 48 MDG indicators have been incorporated into the list of key performance indicators in the Draft SDP 2005-2007.   Links to indicators from other international and regional agreements on sustainable development – including the Paris Declaration, CSD Theme Framework Indicators, the Mauritius Strategy and Pacific - needs to be established. There is also a need to gather information on indicators currently used for to local and community projects. Developing a cohesive and consistent set of indicators vertically as well as across sectors will be an effective way of measuring changes as well as in improving the effectiveness of development efforts.

<u>Recommendation 10</u>: Compile a database of community level strategic plans and projects and the types of indicator used to assess their implementation.

<u>Recommendation 11</u>: Standardise community-level development indicators in harmony with the national SDP indicators and the CSD Theme Framework Indicators.

Reference:

Bourdages J., 1997, *Sustainable Development: Conditions, Principles and Issues*, Paper prepared for the Delegation from the Parliament of Canada to the Parliamentary Conference of the Americas, September 1997, Quebec City, Parliamentary Information Research Service.

Brundtland, G. (ed.), (1987), "Our common future: The World Commission on Environment and Development", Oxford, Oxford University Press.

Buddle Findlay, 2006, *Sustainability and Environmental Management in Fiji: Environment Management Act 2005*, Fiji Department for Environment and New Zealand's International Aid and Development Agency.

Fiji Ministry of Finance and National Planning (FMFNP), 2005, *Strategic Development Plan:Rebuilding Confidence for Stability and Growth for a Peaceful, Prosperous Fiji (DRAFT)*, National Planning Office, Ministry of Finance, June.

Fiji Ministry of Finance and National Planning (FMFNP), 2004, *Strategic Development Plan 2003-2005 Mid-Term Review*, National Planning Office, Ministry of Finance and National Planning.

Fiji Ministry of Finance and National Planning (FMFNP), 2004a, *Millenium Development Goals: Fiji National Report*, National Planning Office, Ministry of Finance and National Planning.

Fiji Ministry of Finance and National Planning (FMFNP), 2004, *Fiji National Assessment Report to BPoA+10 Meeting*, National Assessment Report on the Ten-Year Review of the BPoA (Mauritius, 2005)

Mauritius Strategy for the further Implementation of the Programme of Action for Sustainable Development of Small Island Developing States (Mauritius, 2005a)

Fiji Ministry of Finance and National Planning (FMFNP), 2002, *Rebuilding Confidence for Stability and Growth for a Peaceful, Prosperous Fiji*, Parliament of Fiji, Parliamentary Paper No.72.

Fiji Ministry of Finance and National Planning (FMFNP), 2002a, *20-Year Development Plan (2001-2020) for the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic Development of Fiji*, Parliament of Fiji, Parliamentary Paper No.73.

Fiji Ministry of Health, 2006, *Corporate Plan 2006: Shaping Fiji's Health*, Ministry of Health.

Fiji Ministry of Youth and Sports, 2006, *Corporate Plan 2006*, Ministry of Youth and Sports.

Fiji Ministry of Finance and National Planning, 2006, *Corporate Plan 2006*, Ministry of Finance Youth and Sports.

Fiji Ministry of Public Enterprise and Sector Reform, *Corporate Plan 2006*, Ministry of Public Enterprise and Sector Reform.

Fiji Ministry of Finance and National Planning, 2004, *Millennium Development Goals: Fiji National Report*, National Planning Office, Ministry of Finance and National Planning

Sweden Ministry of Environment, 2002, *Sweden National Sustainable Development Strategy 2002: A Summary of Government's Communication 2001/02:172,* Stockholm, Sweden.

United Nations Department of Economic and Social Affairs (UNDESA), 2005, *Indicators of Sustainable Development: CSD Theme Indicator Framework*, United Nations. Also available at: (http://www.un.org/esa/sustdev/natlinfo/indicators/isdms2001/table_4.htm)

United Nations Department of Economic and Social Affairs (UNDESA) 2002, *Guidance in Preparing a National Sustainable Development Strategy: Managing Sustainable Development in the New Millenium*, Background Paper No. 13, Commission on Sustainable Development Acting as the Preparatory Committee for the World Summit on Sustainable Development Second Preparatory Session 28 January – 8 February.

UNDP, 2005, *Human Development Reports*, Country Sheet: Fiji, United Nations Development Programme. Also available at: (http://hdr.undp.org/statistics/data/countries.cfm?c=FJI)